



REFLECT

Reconciliation Action Plan

Acknowledgment to Country

Woods Bagot acknowledges the Traditional Owners of the land, sky and waters. We pay our respects to Elders past, present, and to the future leaders of our community.

We honour the ongoing deep spiritual connection that the Traditional Owners have with this country. With respect, we tread gently to help reconcile and pave the way for a united and harmonious future for all people.

Reconciliation Australia

CEO Statement



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

Woods Bagot joins a network of more than 1,100 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 over 2.3 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 Woods Bagot 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 Woods Bagot, 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



**WE
BELIEVE**

**IN PEOPLE
ARCHITECTURE**

WOODS BAGOT

KPMG
Perth, Western Australia
Artwork by Jack Flannigan

Our Business

Woods Bagot is a global architecture studio and consultancy spanning design, research, data, and consulting to create People Architecture oriented places.

Woods Bagot is a People Architecture company.

Our vision is People Architecture. Established over 150 years ago in Adelaide, our services are diverse and cover design, research, data analytics, and consulting. Celebrating diversity across all cultures, free from a signature style, People Architecture is propelled by a shared sense of empathy, where the values of end users and the values of design are one and the same. Operating from studios in 17 major cities around the world, W-B designers place human experience at the centre of their design process to deliver engaging, future-oriented projects that respond to the way people actually use space, and which flexibly accommodate changes to come.

In Australia, Woods Bagot employs 350 people.

Woods Bagot currently employs one (1) Aboriginal team member who identifies as a Wirangu, Kokatha, Mirning woman. Woods Bagot's geographic reach is global across six regions including Australia and New Zealand, China, Europe, Middle East, North America and Southeast Asia.

Woods Bagot currently has offices in 17 major cities around the world. These include Abu Dhabi, Adelaide, Auckland, Beijing, Brisbane, Dubai, Hong Kong, London, Los Angeles, Melbourne, New York, Perth, San Francisco, Shanghai, Shenzhen, Singapore and Sydney.

Woods Bagot has five office locations in the following cities: Adelaide, Brisbane, Melbourne, Perth and Sydney.



WOODS/BAGOT

KPMG
Perth, Western Australia
Artwork Yarrinya (set of 2)
by Barayuwa Munungurr

Our RAP

Rosina Di Maria (Woods Bagot Principal and Adelaide Studio Executive Leader) has been allocated the role of Woods Bagot RAP Champion (W-B RAP Champion) and RAP Steering Committee Chair. As a member of the Woods Bagot global senior leadership team, she is responsible for acting as an advocate and ambassador for reconciliation initiatives both internally and externally. As the Woods Bagot RAP Champion and Chair of the W-B RSC, Rosina will play a key role in ensuring delivery of our Reflect RAP commitments.

Our Reflect RAP will enable us to lay the foundations and prioritise sustainable actions around establishing and strengthening mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders directly and indirectly through our designs, including architectural projects, clients, distribution channels (including suppliers and consultants) and other stakeholders (including universities and their design students).

Our Plan will also encourage a more disciplined approach to potential supplier diversity to support improved Aboriginal and Torres Strait Islander economic and social outcomes. There will also be other benefits, including relationship building and greater respect through celebrating National Reconciliation Week, NAIDOC Week along with acknowledging National Apology Day and other occasions.

Over time, we anticipate that our RAP will also improve our employment outcomes by raising awareness around Aboriginal and Torres Strait Islander recruitment, retention and professional development. Education and awareness outcomes associated with Aboriginal and Torres Strait Islander peoples within Woods Bagot in Australia are also expected to improve; and we will continue to develop similar initiatives in New Zealand and more broadly, other global initiatives to encourage greater diversity and inclusion. Our RAP will also contribute to an increased understanding, value and recognition of Aboriginal and Torres Strait Islander cultures through cultural learning initiatives.

Appropriate governance, including a Woods Bagot RAP Steering Committee (W-B RSC) and a Woods Bagot RAP Working Group (W-B RWG), reporting mechanisms and support for the effective implementation of RAP commitments will also encourage a more rigorous, aligned and supported approach to our reconciliation initiatives.

The W-B RAP Champion, who chairs the W-B RSC, and who is also a member of the Woods Bagot global and Australian regional senior leadership team is responsible for acting as an advocate and ambassador for reconciliation initiatives both internally and externally. This role is also accountable to the W-B Regional Executive Team for all external reporting requirements associated with our RAP and for the provision of quarterly progress updates to the W-B Regional Executive team. As part of this accountability, progress against our Reflect RAP will be rolled up annually for reporting purposes to Reconciliation Australia's RAP Impact Measurement Questionnaire and Woods Bagot's annual Board reporting cycle.

The W-B RSC is a decision-making body. Its key purpose is accountability for delivering our RAP and working with key stakeholders, including Reconciliation Australia and W-B employees, in designing, delivering and reporting on the W-B Reflect RAP. Senior representatives from across all key functional, geographic and operational areas in Woods Bagot make up the membership of the W-B RSC with direct accountability for the delivery of the action items in the W-B RAP. This steering committee is also

responsible for establishing and working with the W-B RWG to ensure efficient and effective implementation of our Action Plan and involvement from each of our studios at a local level.

The Chair of the W-B RSC will also Chair the W-B RWG. Membership of our W-B RWG will include senior staff from across Australia partnered with local studio team members who have expressed interest or who have the requisite expertise to ensure implementation of Reflect RAP actions.

The RAP is Australian focused. However, we are working with other Indigenous peoples across our global studios and the tools and reporting we develop may have global application.

Promoting and facilitating respect, trust and positive relationships

We believe that developing a RAP will enable Woods Bagot to promote and facilitate respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples. The Woods Bagot vision of People Architecture also supports and compliments the delivery and range of outcomes expected of our RAP:

Celebrating diversity across all cultures, free from a signature style, People Architecture is propelled by a shared sense of empathy, where the values of end users and the values of design are one and the same. Woods Bagot designers place human experience at the centre of their design process to deliver engaging, future-oriented projects that respond to the way people actually use space, and which flexibly accommodate changes to come.





Aligns to staff, client, community expectations and reinforcing Woods Bagot Values and Corporate Social Responsibility

We also recognise that creating a Reflect RAP will align to staff, client, community expectations and reinforces Woods Bagot Values and Corporate Social Responsibility. We have also already seen the benefits that support for diversity and inclusion more broadly has had on quality decision making and performance, along with our approach to design. We anticipate that a Reflect RAP will be an important and critical program in supporting the growth and reputation of our business and has the potential to open new opportunities. This will benefit the Woods Bagot business, shareholders, clients and stakeholders, employees, its reputation and perhaps most importantly benefit the communities within which we operate.

We believe developing a RAP will give Woods Bagot the opportunity to establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander clients, stakeholders and suppliers. Our RAP gives us a recognised framework and clear roadmap to help promote and facilitate respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples.



BHP

Adelaide, South Australia

Artwork by Mitakiki
Women's Collaborative

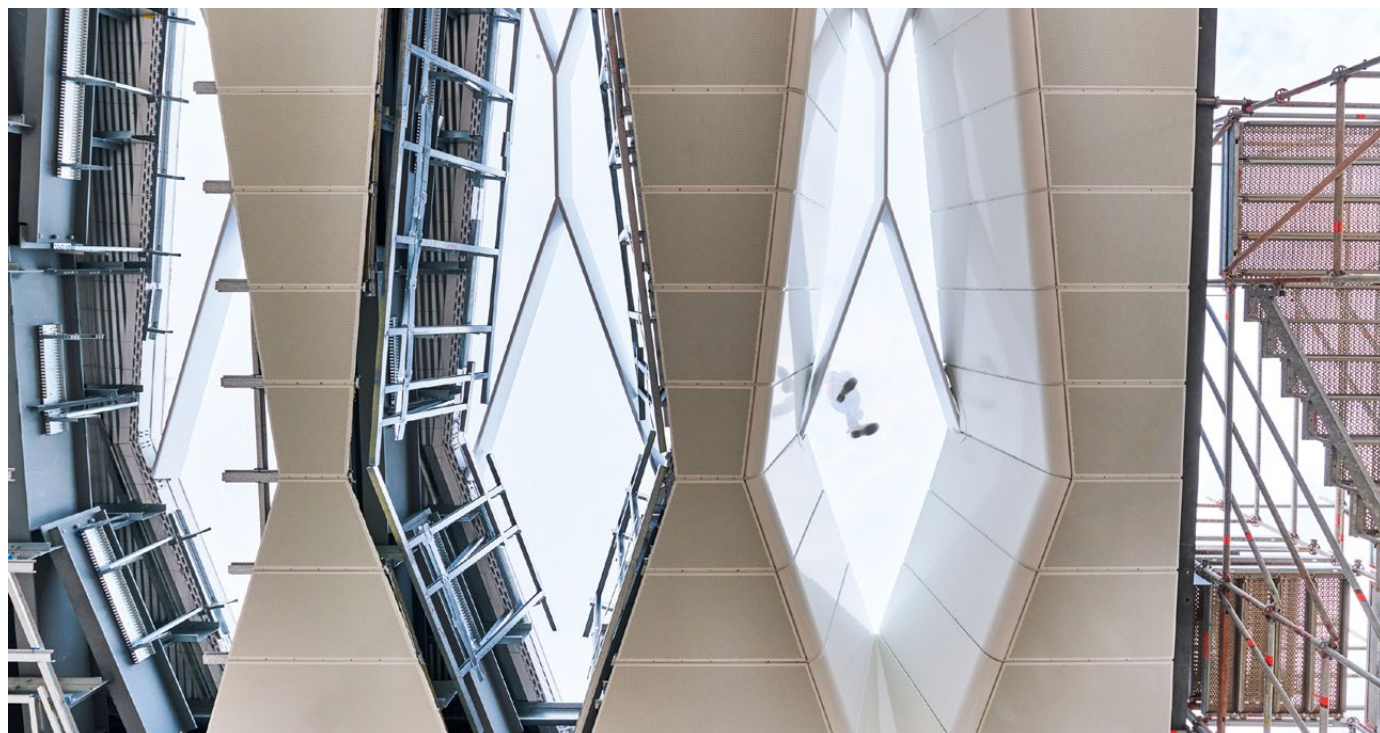
Our Woods Bagot RAP – The Reasons Why

Our Woods Bagot RAP

– The Reasons Why

The following provides further detail around the reasons as to why our workplace is developing a RAP:

- Leveraging our sphere of influence (e.g. through our partnerships, projects and suppliers) to explore opportunities for reconciliation.
- Good intention into action.
- A recognised framework and clear roadmap to ensure delivery.
- Public support and contribution.
- Consistent with community, government and client expectation.
- Acknowledgment and celebration.
- Aligns to our core business strategy.
- Valuable to continuing government and institutional projects.
- Elevated design quality by a diverse and deep connection to context, and alignment with the credo*.
- Supports our approach to corporate and social responsibility.
- Aligns to our organisation culture and values.
- Aligns to our diversity and inclusion strategy.
- Access to best practice and networking opportunities with Reconciliation Australia and our partners.



Leveraging our sphere of influence (e.g. through our partnerships, projects and suppliers) to explore opportunities for reconciliation

Being one of Australia's leading Architectural and Design firms and one of its oldest, means our Reflect RAP will be able to focus on:

- Exploring the potential to incorporate and consider design and architectural elements which will support and contribute to reconciliation
- Exploring the potential to increase supplier activity with Aboriginal and Torres Strait Islander businesses
- Ensuring our employees receive cultural awareness and engagement learning opportunities
- Exploring mutually beneficial employment programs or arrangements with our partners and others

Good intention into action

Through the three core pillars of relationships, respect and opportunities, underpinned by governance and reporting practices, Woods Bagot can turn their good intention into action to support the national reconciliation movement.

A recognised framework and clear roadmap to ensure delivery

The Reconciliation Action Plan (or RAP) framework provides our workplace with a nationally recognised framework to plan, implement and report on commitments to reconciliation using the three core pillars of relationships, respect and opportunities.



Sydney Metro Central Station, under construction
Sydney, New South Wales



Public support and contribution

As one of Australia's leading global architectural and design studios which was established over 150 years ago in Adelaide, Woods Bagot is proud to have an opportunity to publicly support and contribute to reconciliation. Developing a Reconciliation Action Plan enables Woods Bagot to be part of a growing group of Australian companies who are making a public commitment to action and setting the benchmark for other Australian workplaces to follow.

Consistent with community, government, and client expectation

Increasingly our staff, clients and suppliers are asking us about how we are contributing to the reconciliation of Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

This is the result of a growing community, government and corporate focus on social responsibility and sustainability initiatives. Our RAP will allow us to demonstrate, measure and improve our commitment.

Acknowledgement and celebration

Developing a RAP will enable all of us at Woods Bagot to acknowledge and celebrate the proud heritage of Aboriginal and Torres Strait Islander peoples. It will also enable Woods Bagot to promote opportunities for sustainable business growth, career development and economic participation of Aboriginal and Torres Strait Islander peoples within the architectural, design and property industry.

Aligns to our core business strategy

Developing a RAP will ensure that a valuable and important aspect of this aspiration is being addressed. Our global vision and mission are about 'People Architecture'.

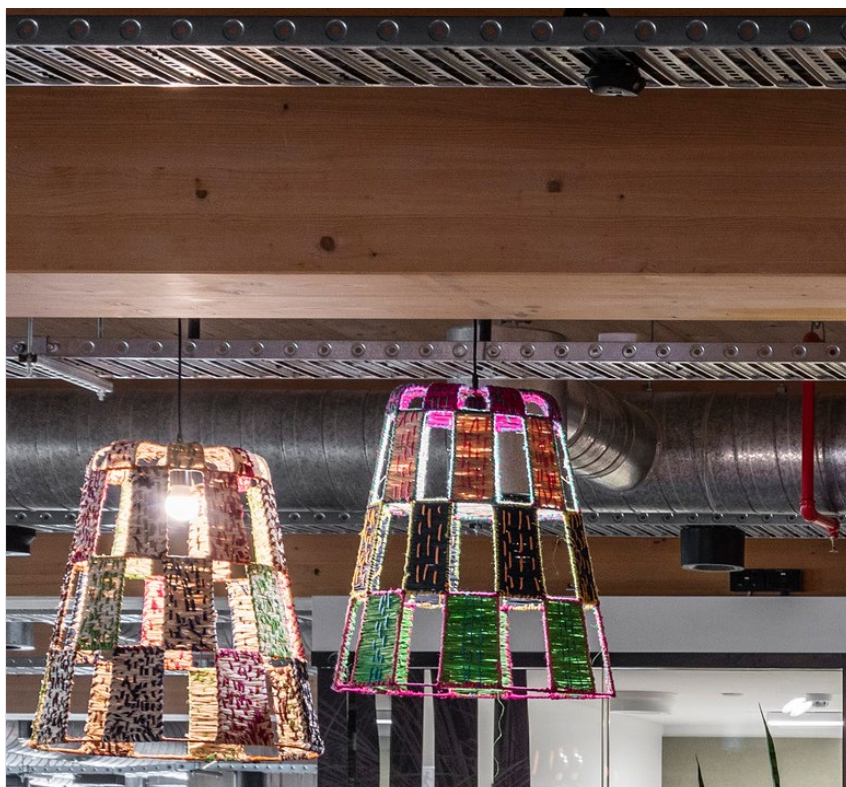
The Woods Bagot Global Studio is a cross-disciplinary group dedicated to delivering People Architecture through human-centric design-thinking. To enrich lives with empathy and by celebrating diversity by combining specialist skills to tackle complex problems and drive massive change in communities all over the world.

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KPMG

Perth, Western Australia

Artwork by Jack Flannigan. KPMG and Woods Bagot collaborated with Indigenous Australian elder, activist, educator and cultural consultant Dr Richard Walley to authentically incorporate local rituals into the design



↑
Aurecon, 25 King Workplace
Brisbane, Queensland

Artwork by
Tjanpi Desert Weavers

Good for business

We also believe it is good for business and have already seen the benefits that support for diversity and inclusion more broadly have had on quality decision making and performance, along with our approach to design. This is reflected in the ten Woods Bagot 'CREDO-isms':

find your voice / become a multi-lingual thinker / have a client-service mentality like a 6-star hotel / listen with intent / none of us is smarter than all of us / the deeper you go in discovering the source of the problem the more likely you are to add value / work across all the scales to better understand how cultures emerge / every decision should consider the safety and wellbeing of the planet and its citizens / package every idea with a purpose / let ideas breathe*

*CREDO-ISMS: 10 Actions and Behaviours for Everyday Use - Every vision requires action. The 10 CREDO-isms are the behaviours we collectively adhere to in order to bring the CREDO to life.
<https://www.woodsbagot.com/global-studio/news/ideas/credo-isms-10-actions-and-behaviours-for-everyday-use/>

Establishing and strengthening mutually beneficial relationships with Aboriginal and Torres Strait Islander clients, stakeholders and suppliers will simply be good for business.

Woods Bagot also recognises that key Government led and institutional projects in Australia seeking to promote and facilitate respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples may also present Woods Bagot with business opportunities. Creating a Reflect RAP aligns to client, community and staff expectations in this regard and reinforces Wood Bagot values and Corporate Social Responsibility.

Supports our approach to Social Responsibility

A RAP will give Woods Bagot the opportunity to show publicly, in a nationally recognised framework, how and in what specific ways it is committed to promoting and facilitating respect, trust and positive relationships between the wider community and Aboriginal and Torres Strait Islander peoples. In doing so, Woods Bagot will be contributing to a just, equitable and reconciled Australia.

It also aligns to our commitment to International Human Rights frameworks including Global Compact and the UN Declaration on the Rights of Indigenous Peoples. It supports and aligns to our public commitment and approach to Corporate Sustainability and Responsibility:

Woods Bagot also works to unlock radical possibilities to create a more human-centred experience. As a practice, a profession and as individuals, we have responsibility to our global communities. We are deeply committed to creating measurable impact in all our work including through the lens of, for example, the climate emergency. By being socially committed, brave leaders, using technical excellence and collaborative alignment, we believe we can create a sustainable, resilient legacy for future generations.

As part of our commitment to a proactive response to Architects Declare and our focus on climate change initiatives, we launched the Global Impact Group (GIG) in July 2020. We believe the RAP will also empower our GIG and align with Architects Declare (as one of the founding signatory architectural firms we are 'committing to strengthen our working practices to create architecture and urbanism that has a more positive impact on the world around us'). In Australia, we as architects are aware that Aboriginal and Torres Strait Islander peoples have long espoused the cultural, social, economic and environmental benefits embedded in the holistic relationship of Caring for Country.

Our Corporate Social Responsibility (CSR) position aligns with our next generational Global Studio ethos and commitment. Driven to improve the human condition through People Architecture, we focus our CSR efforts to six areas:

- Housing the majority
- Environmental and sustainable stewardship
- Resilient cities
- Community values
- Empowering youth and associated educational institutions
- Alliances for diversity and inclusiveness (ADI)

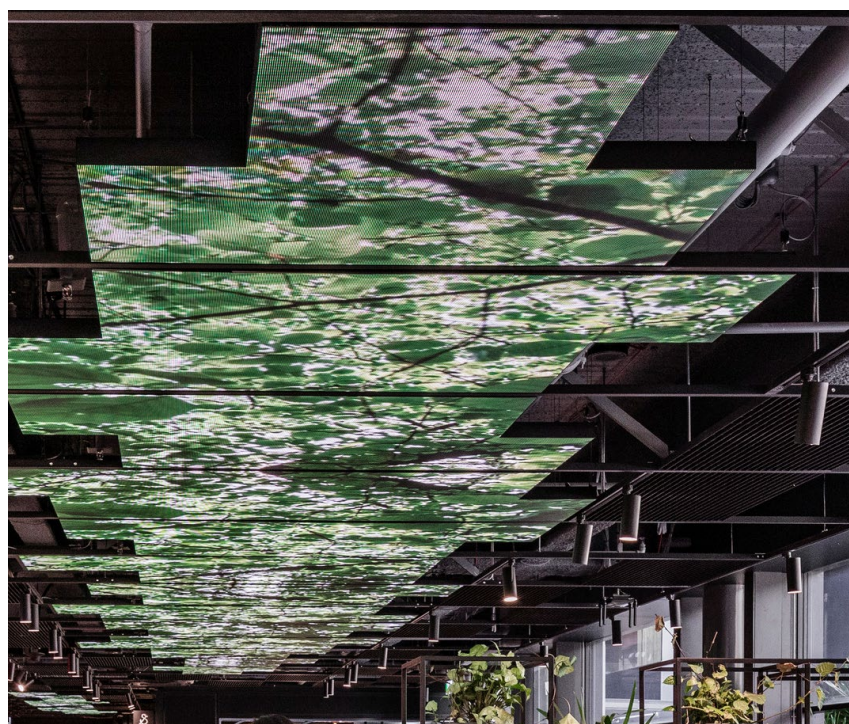
Aligns to our organisational culture and values

Consistent with the way we work more broadly, in developing and implementing our RAP, we will carry out actions and decisions based on our five values: Uncompromising Design, Rigorous Curiosity, Effective Communication, Collective Intelligence and Dynamic Careers.



275 Kent Street
Sydney, New South Wales

Artwork by Reko Rennie



Aligns to our Diversity and Inclusion Strategy

Our Diversity and Inclusion Mission Statement and the Woods Bagot 5-year Strategic Plan are aligned to support the delivery of a RAP. This will ensure we deliver a sustainable contribution to reconciliation's five critical dimensions of race relations, equality and equity, institutional integrity, unity and historical acceptance.

Woods Bagot Diversity and Inclusion Mission Statement

To be the BEST we need...

To deliver a profound shift in the history of architecture and design that recognises and promotes full diversity to enrich the quality of our culture and its outputs.

To shift current work practices and perceptions that enable a balanced blend of teams that deliver on collaboration across all forms of diversity (including thoughts, approaches, work styles, gender, culture, ethnicity and skills) across the global studio.

Woods Bagot is an equal opportunity employer. We are committed to equal employment opportunity regardless of race, colour, ethnicity, ancestry, religion, creed, sex, national origin, sexual orientation, age, citizenship status, marital status, disability, gender identity, gender expression, and Veteran status.

At Woods Bagot, we are committed to creating an environment where difference is celebrated, valued and respected, practices are equitable, and our people feel like they belong. We accept that none of us is smarter than all of us. We believe building a diverse workforce is the foundation to creativity and innovative design - it is only by working together that we can realise the potential of our people, clients and communities. Through our inclusive leadership and our truly global

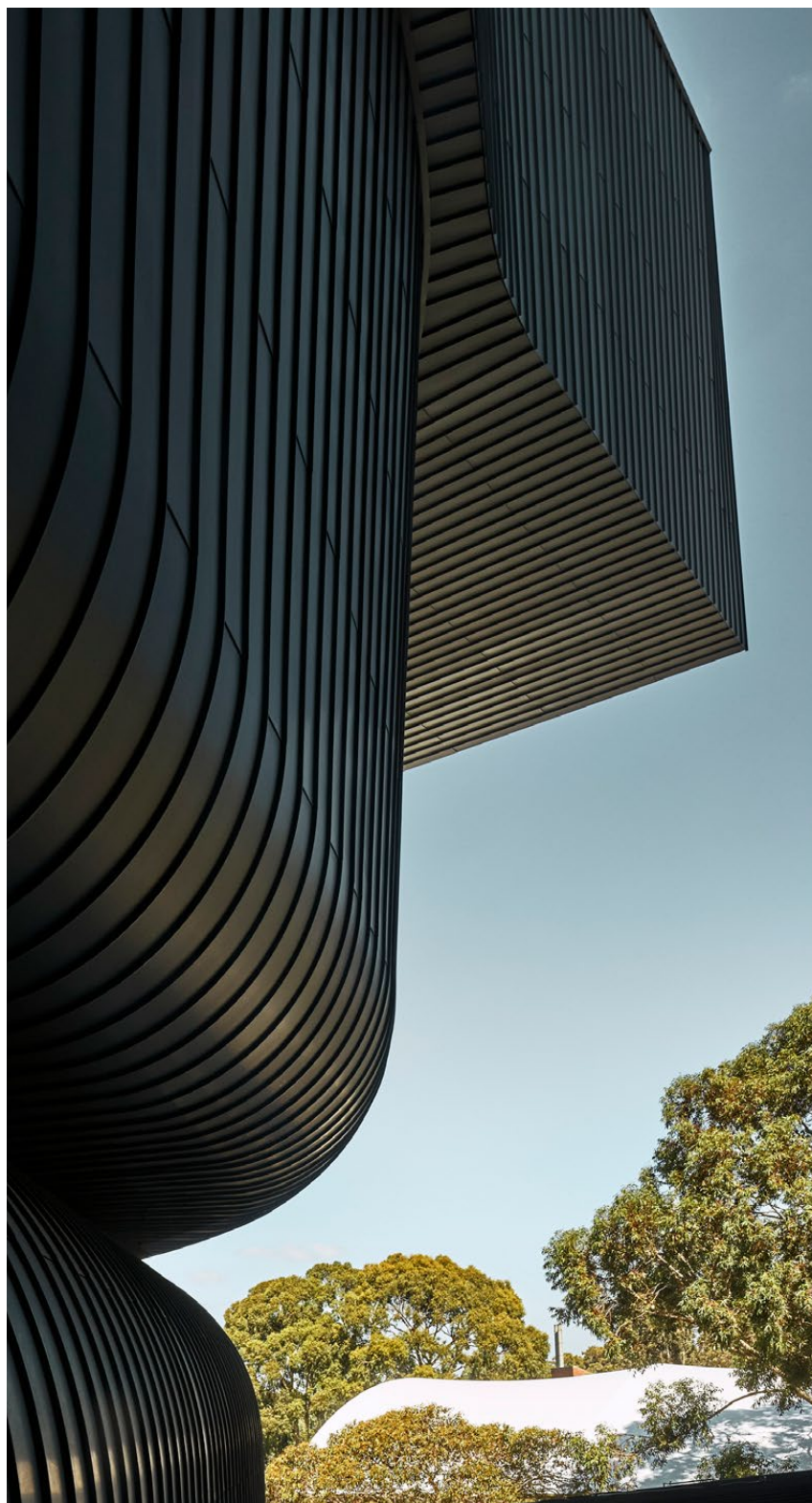
studio network of architects and designers, we enable our people to find their voice and have the support and flexibility required to bring their whole self to work and build an exceptional career.

Woods Bagot intend to implement our RAP in a way that will promote and facilitate respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples. Our approach to implementation will be informed by the three core pillars of the RAP framework. Through our Reflect RAP, Woods Bagot will be scoping and reflecting on how Woods Bagot can contribute to reconciliation across these three pillars of relationships, respect and opportunities, building an understanding of Aboriginal and Torres Strait Islander stakeholders.

Our approach to implementing our RAP includes:

- Alignment to Reconciliation Australia's vision, strategy and approach. This includes meeting the requirements of Relationships, Respect and Opportunities for a Reflect RAP (as per the RAP template and Reconciliation Australia feedback)
- Alignment and integration with our approach to Diversity and Inclusion, Social Responsibility (CSR), our overall sustainability approach - including our commitment to Architects Declare (refer above)
- Embedding and integrating our actions into the way we do business. This incremental approach will ensure we can start with achievable goals and over time build on these to enable sustainable outcomes
- Internal and external consultation and endorsement of our RAP (for Woods Bagot this includes endorsement, support, investment, time allocation and resources to undertake the work required to deliver on our RAP)
- A governance framework to support the delivery of our RAP (this includes both a Woods Bagot RAP Steering Committee and RAP Working Group along with regular monitoring and reporting against agreed RAP actions and timeframes)
- Rigorous project management disciplines to ensure the quality delivery of stated outcomes – this will include SMART, simple and deliverable goals
- Awareness and education programs within Woods Bagot and with our clients in relation to our RAP and what it is seeking to achieve
- Celebrate successes and acknowledge progress
- Ensure our focus is on those priorities as set out in our RAP
- Consider actions for our next RAP

→
Deakin University Law Building
Melbourne, Victoria



Implementing our Reflect RAP

Artwork by Mick Harding

Woods Bagot collaborated with Karen Jackson (who is a Yorta woman and Director of the Moondani Balluk Indigenous Academic Unit at Victoria University) in creating an integrated Indigenous art piece within the building. Karen introduced Woods Bagot to Indigenous artist Mick Harding. We collaborated with Mick on integrating an etched artwork within the feature timber wall lining on the ground floor of the building.

WOODS BAGOT

Victoria University Sunshine Skills Hub
Melbourne, Victoria

A Governance Framework and Reporting Framework

We have put in place some practical steps and a governance framework which will inform our approach to successfully implementing our RAP:

Endorsed business case and leadership commitment

1. Present a business case and seek endorsement from the senior executive to implement and sponsor Woods Bagot RAP (including investment, draft action plan and accountabilities) – Complete
2. Woods Bagot has established a governance framework to ensure the delivery of the W-B Reflect RAP:
 - a. **Woods Bagot RAP Steering Committee (W-B RSC) and W-B RAP Champion**

The W-B RSC is a decision-making body. Its key purpose is accountability for delivering our RAP and working with key stakeholders, including Reconciliation Australia and W-B employees, in designing, delivering and reporting on the W-B Reflect RAP. Specifically, the W-B RSC is responsible for the delivery of actions, monitoring and reviewing actions, decision making, budget, time and resource allocation, central co-ordination, identifying and addressing any strategic or operational concerns as they arise, external representation, and the development of networks and strategic alliances.

W-B RSC meetings have already commenced with formal agendas and minuted actions, accountabilities, and time frames. It is anticipated that the Committee will meet monthly (with additional meetings scheduled as required). Internal reporting will occur on a quarterly basis to the Group Senior Executive on progress against the RAP.

Senior representatives from across all key functional, geographic and operational areas in Woods Bagot make up the membership of our W-B RSC which has the direct accountability for the delivery of the action items in the W-B RAP.

W-B RSC Chair and W-B RAP

Champion – Rosina Di Maria (Principal and Adelaide Studio Chair) and W-B RAP Champion. As a member of the Woods Bagot global senior leadership team, she is responsible for acting as an advocate and ambassador for reconciliation initiatives both internally and externally. Rosina is also the Chair of the W-B RSC.

W-B RSC Coordinator – Hannah Graetz (Executive Assistant)

W-B RSC members – Ian Lomas (Principal, Design Stream), Andrew Kalinowski (Global People and Culture Leader – People and Talent), Kyle Paine (Group Practice Manager), Virginia O'Farrell (Manager, People and Talent), Samuel Butler (Architect, Sydney Studio), Tess Dolan (Global – Digital Channel Manager), Marie Fontanabella (Senior Associate, Finance) and Jasmine Kerdel (Graduate of Architecture) who identifies as an Wirangu, Kokatha, Mirning woman.

- b. **Woods Bagot RAP Working Group (W-B RWG)**

The W-B RSC is also responsible for establishing and working with the W-B RWG to ensure efficient and effective implementation of our Action Plan and involvement from each of our studios at a local level.

The Chair of the W-B RSC will also Chair the W-B RWG. Membership of the W-B RWG will include senior staff from across Australia partnered with local studio team members who have expressed interest or who have the requisite expertise to ensure implementation of Reflect RAP actions.

Terms of Reference for the governance structure are expected to be endorsed within 2 months of RAP commencement.

Internal and external consultation (an inclusive process)

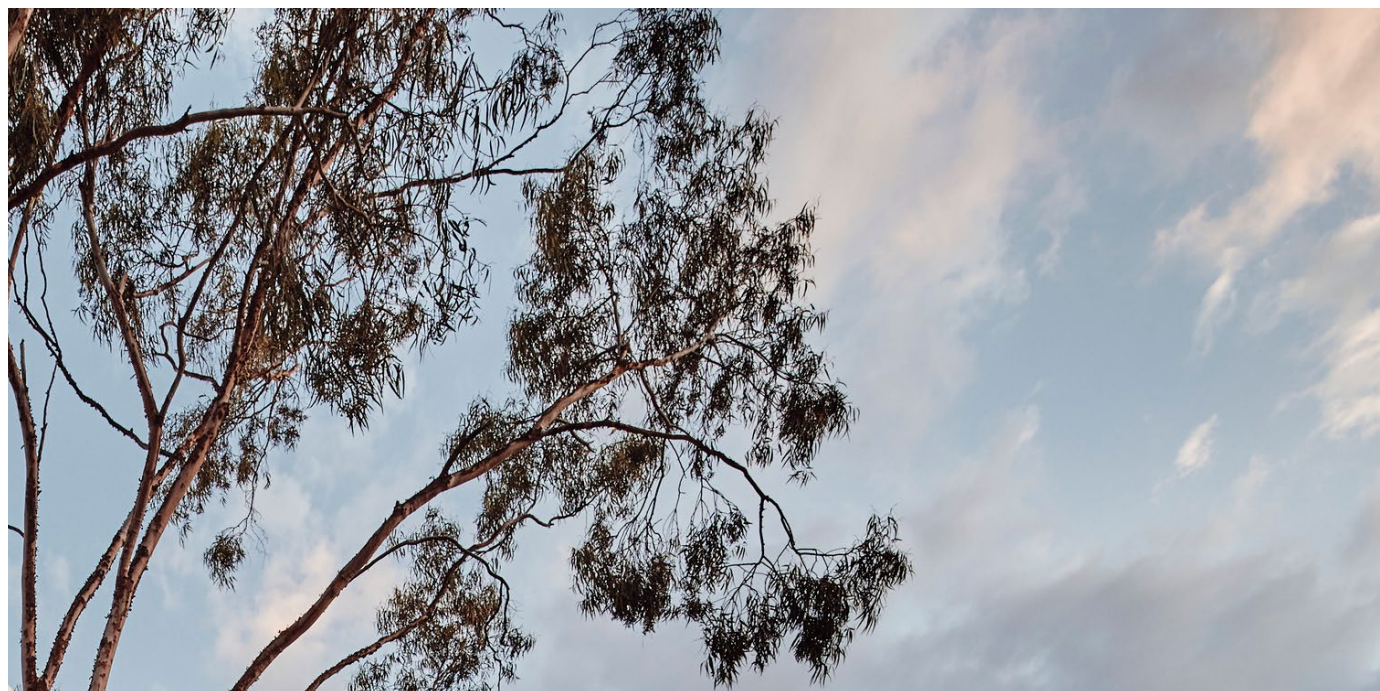
3. During the period in which the RAP is being refined, limited internal consultation and engagement will be needed for the overall W-B RAP Champion and Chair of the RSC to present to Australian-based Woods Bagot Principals; then to Australian-based staff to build a mandate and to seek RAP local W-B Champions and Expressions of Interest from staff wanting to be actively involved in the W-B RWG. It is anticipated that employees seeking to be W-B RWG members or RAP local Champions, those who wish to support the delivery of actions at a local studio level or support a particular activity associated with our RAP will have their involvement incorporated as either a development opportunity or as part of their performance objectives.

Focussed on clear priorities

4. As one of Australia's leading Architectural and Design firms and one of its oldest, our Reflect RAP focus will be on:
 - › Exploring the potential to incorporate and consider design and architectural elements which will support and contribute to reconciliation
 - › Exploring the potential to increase supplier activity with Aboriginal and Torres Strait Islander businesses
 - › Ensuring our employees receive cultural awareness and engagement learning opportunities
 - › Exploring mutually beneficial employment programs or arrangements with our partners and others
 - › Leveraging our sphere of influence (e.g. through our partnerships, projects and suppliers) to explore opportunities for reconciliation.

Considering the future

5. The Reflect Reconciliation Action Plan (or RAP) framework provides us with a nationally recognised framework to plan, implement and report on commitments to reconciliation using the three core pillars of Relationships, Respect and Opportunities. Delivering on our Reflect RAP over the next 12 months will be an important first step in helping promote and facilitate respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples. We are looking forward to working with Reconciliation Australia along with all our partners, stakeholders, clients and communities in delivering on our RAP commitments now and into the future. A measure of our success will be our readiness to have an Innovate RAP in place for 2022-24.



Woods Bagot's reconciliation journey to date

Woods Bagot has engaged with the reconciliation journey as indicated by the activities outlined below. It is expected that with the establishment of our RAP, our journey will benefit from a more structured and disciplined approach, centralised reporting and knowledge sharing and a formalised governance structure focussed specifically on reconciliation.

Our Partnerships / Current Activities





Adelaide Studio

Aboriginal Art and Cultures Centre

The Adelaide Studio is engaged as the Architects by the Government of South Australia for a new Aboriginal Art and Cultures Centre on Lot Fourteen, South Australia. Our team has been working closely with The Hon Steven Marshall MP, Premier of South Australia and Minister for Aboriginal Affairs and Reconciliation, David Rathman AM PSM, the Ambassador for the Aboriginal Art and Cultures Centre (AACC) and Chair of the Aboriginal Reference Group, consisting of representatives from Aboriginal Language groups across Australia. Additionally, we are working with Aboriginal and Torres Strait Islander communities and leaders from Tandanya, the South Australia Museum, the Art Gallery of South Australia, Adelaide Botanic Gardens, the Commissioner for Aboriginal Affairs. The whole design team carried out Cultural Awareness Training with Tjindu Foundation and attended the National Reconciliation Week Breakfast in support of Reconciliation SA.

New Women's and Children's Hospital (nWCH)

Woods Bagot is collaborating with an Aboriginal Reference Group made up of representatives consisting of representatives from Aboriginal Language groups across Australia. Together, we are creating a brief for the new Women's and Children's Hospital, which will be on Kurna land. We are defining together a new typology and design principles in Hospitals which honours the culture of Aboriginal and Torres Strait Islander peoples in birthing, visitation and indeed death.

Adelaide Contemporary

Indigenous design principles of respect, interpretation, gathering, connection, balance and continuation influenced the design process for this world-class civic space international design competition. Underpinning our design team was our Indigenous Cultural Advisor: the voice of the Kurna people, linking building to land, history, and culture and weaving language into place. The project team consulted with the local Indigenous community to reflect Kurna culture in the design through a range of Indigenous design principles. These principles include: Pukinangku (taking on learnings from the past); Nataitya (addressing requirements of the now); and Tapa Purruna (considerate of what will be).

Our team carried out cultural awareness training under the guidance of Klynton Wanganeen at the Kurna Living Cultural Centre. We worked alongside Michael Hromek and Kurna landscape architect Paul Herzich. Woods Bagot created a video outlining the design and articulating the Indigenous integration – spoken in Kurna Language and narrated by Jack Buckskin.

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Studio located on
Kurna Country



Glenelg Culture Centre

Woods Bagot collaborated with KNCHA (Kaurna National Cultural Heritage Association) and Jeffrey Newchurch (Kaurna Elder) on developing a design for a new Cultures Centre for Holdfast Bay Council at Glenelg Town Hall.

LotFourteen Masterplan

Woods Bagot collaborated with Aboriginal Reference Group and Kaurna community on the development of the masterplan on Kaurna land.

Department of Infrastructure and Transport

Woods Bagot is designing the new 10,000 sqm fit out in Adelaide working with Aboriginal reference group to determine design narrative and cultural input.

Virtual Aboriginal Weaving Workshop

The Interior Design team in the studio took part in a Virtual Aboriginal Weaving Workshop with Koskela. The workshop was hosted by Tegan Murdock of Ngumpie Weaving. Tegan is a proud Barkindtji woman who was taught weaving by her mother.

8way Aboriginal Pedagogy Framework

Members of the Interior Design team took part in a virtual workshop on '8ways Aboriginal Pedagogy Framework'. The team took part in the 1 hour online session with Jenny Walker, Principal of Kellyville Public School, and her team who took us through the background of the theory, and gave us a practical demonstration with students, of the pedagogy as they use it in their school.

Carclew Youth Arts

Woods Bagot carried out pro bono work for Carclew Youth Arts to design a festival kit to be rolled out across communities around Australia. Carclew Youth Arts is a strong supporter of Aboriginal and Torres Strait Islander youth and one of its organization's is Kurruru Youth Performing Arts under Kura Yerlo inc. Rosina Di Maria, Chair of Adelaide Studio holds a Board position on Carclew and works alongside Aboriginal youth and leaders in realizing strategy and reach.

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Studio located on
Kaurna Country



Brisbane Studio

Aurecon 25 King Workplace

Woods Bagot collaborated with a local Indigenous Consultant for the workplace fit out design, which intentionally seeks to draw on local context and acknowledges the richness of the traditional local landowners with references to Indigenous culture in aspect, geometry and material finishes. Design of the wayfinding elements and environmental graphics used throughout the tenancy were based on the Indigenous history of the region. The client floor features seven unique 'Tili Wiru' lampshades designed and handwoven by the Tjanpi Desert Weavers – a social enterprise of the Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council



Studio located on Yuggera and Turrbal Country

Sunshine Coast City Hall

Woods Bagot engaged certified Supply Nation supplier Gilimbaa as part of its design team for the Sunshine Coast City Hall RFT. Gilimbaa's role on the project was to engage with the Council's established Indigenous connections and advisory group and contribute to the Indigenous story and develop Kabi design principles for translation into the architecture, interiors and landscape design of the civic building.



Melbourne Studio

Victoria University Sunshine Skills Hub

We collaborated with Karen Jackson (who is a Yorta woman and Director of the Moondani Balluk Indigenous Academic Unit at Victoria University) in creating an integrated Indigenous art piece within the building. Karen introduced Woods Bagot to Indigenous artist Mick Harding, we collaborated with Mick on integrating an etched artwork within the feature timber wall lining on the ground floor of the building.

Victoria University College of Health & Biomedicine

Following on from the success of VU Skills Hub, Woods Bagot collaborated with Karen Jackson and Mick Harding again to create an integrated Indigenous art piece within the building. Working with Mick to create an integrated art piece within the large skylight over the central student space. Mick's artwork was printed on clear vinyl and applied to the glass of the skylight.

One Melbourne Quarter

The 1MQ project features large art pieces along with references to Indigenous fishing nets in the Yarra River throughout the design.

Footscray Hospital PPP Bid Submission

Woods Bagot worked with Greenshoot Consulting to integrate the findings of their report on the traditional lands and the Ancestors, Elders and families of the Boon Wurrung, Wadawurrung and Wurundjeri Peoples of the Kulin nation for whom the site was an important meeting place. These findings were studied, and the team worked with Greenshoot who assisted our knowledge gathering and analysis of the original uses of the site and its surrounds, its findings and report detailing the idea of confluence: confluence of people, Industry and waterways.

↑
Studio located on Bunurong
Boon Wurrung and
Wurundjeri Woi Wurrung
Country



Perth Studio

KPMG Perth Office

KPMG and Woods Bagot collaborated with Nyoongar Whadjuk Elder and Indigenous activist, educator and cultural consultant Dr Richard Walley to authenticate, challenge and expand on the design – sharing stories, history and ensuring the outcome was culturally authentic. Dr Richard Walley was able to share the ideas and ideals that speak of his culture and local Nyoongar history during the creative process, helping to inform everything from the ubiquitous necessities to the special inclusions that make the final workplace so unique.

Perth Airport – International Terminal Upgrade

In 2009, Perth Airport established the Perth Airport Aboriginal Partnership Agreement Group (PAG) comprising representatives from local Nyoongar families who have a connection to the land around the airport. Balarinji, an Indigenous design and strategy agency, joined the design team to collaborate with the PAG and, together, the team engaged with local Indigenous groups to listen to the history and stories of the area. Nyoongar story telling weaves around the natural landscape and the information gathered from these groups helped to shape the way in which the design will develop in the next stage.

Swan River Crossings

Woods Bagot, working with Main Roads WA, are leading the Urban Design, Architecture, Landscape and Heritage concept design for this major piece of new infrastructure. Located at the mouth of the Derbal Yerrigan (Swan River), the project is a significant site for the Whadjuk Noongar. Following Nyoongar cultural protocols, a group of five Nyoongar Elders, made up of three senior men and two senior women, were commissioned to develop the cultural context narrative. The cultural narrative sets out the key themes, stories and strategies that will inform design and sustain the values of the significant heritage area. The workshops were facilitated by Farley Garlett and Barbara Bynder, from Karda Designs, using the Elders First approach. Together the group prepared site-specific stories and developed the cultural narrative for the project from a Whadjuk Nyoongar perspective. This process has ensured cultural safety and cultural accuracy of the content.

Metronet: Morley Ellenbrook line

As part of the Public Transport Authority and local government (Department of Transport) guidelines, we will be working closely alongside the Metropolitan Redevelopment Authority in reinforcing the Gnarla Biddi (Our Pathways) strategy – a framework which was implemented for future Metronet projects in order to ensure genuine engagement with the Aboriginal community, this strategy was supported by the Whadjuk and Gnaala Karla Booja Working Parties.

↑
Studio located on
Whadjuk Nyoongar Country



Sydney Studio

Waterloo State Significant Precinct

Woods Bagot collaborated with Indigenous architect Jeffa Greenaway, who is a descendant of the Wailwan and Kamilaroi peoples of northwest NSW, as our Indigenous design leader for this high-profile residential redevelopment for the Redfern and Waterloo community.

Waterloo Quarter Integrated Station Development

The project has committed to double the NSW Government's targets for Aboriginal and Torres Strait Islander workforce participation and business spend. John Holland and Mirvac will invest up to \$20 million in work with Aboriginal-owned enterprises and double the Government's Aboriginal workforce participation target to five per cent.

275 Kent Street Retail Precinct in Sydney

The 275 Kent Street retail precinct provides convenience and best in class food operators, integrated art, laneway activation and a lush, verdant landscape that provides a respite from the daily grind in a dynamic urban jungle. The precinct is complemented by an oversized LED ceiling art screen, that features a video installation by a Kamilaroi/Gamilaraay/Gummaroi man Reko Rennie, an internationally exhibited Indigenous artist who explores his Aboriginal identity through contemporary mediums.

The Powerhouse Museum Parramatta bid

Woods Bagot Sydney worked with Old Ways, New, an Indigenous Consultant and Technologist who specialise in creating a new digital world to submit our bid for the new Museum at Parramatta.

Central Station Metro Redevelopment Indigenous Art Program

As part of the design to upgrade Central Station to accommodate Sydney Metro, we developed a unified, contemporary, architectural design approach drawing inspiration from existing historic elements. In recognition of the site's Indigenous history, the project includes Indigenous heritage interpretation through public art. The art installation by Bundjalung woman and artist Dr. Bronwyn Bancroft is related to the concept of journeys and connection to the land.

Cockle Bay Competition

Woods Bagot Sydney worked with Balarinji, a Sydney-based, Aboriginal-owned Indigenous design and strategy agency on the Cockle Bay Design Competition to ensure there was an authentic Indigenous voice through the proposed design. Our approach to the design of Cockle Bay Park redevelopment was based on a methodology of engagement with local Indigenous stakeholders and communities who have the authority to speak for the site.

↑
Studio located on
Gadigal Country



Western Sydney Airport

Balarinji was part of Woods Bagot's integrated design team for the international design competition for the new Western Sydney Airport. Balarinji engaged with the local Aboriginal community to collect the site's narrative and worked with the design team to translate Indigenous meta principles and experience of Welcome to Country into the project's overarching design principles.

Our co-design process directly involves the local Aboriginal community in collecting the site's narrative, as well as in the artistic and interpretive expression of the narrative within the project. This approach allows for a deeply connected and authentic response to place by local artists and creative practitioners. It places local Aboriginal Elders and Knowledge Holders at the centre of decision-making. Our approach to the design of Western Sydney Airport was based on a methodology of engagement with local Indigenous stakeholders and communities who have the authority to speak for the site. We developed site specific cultural design principles underpinned by the experience of Welcome to Country. The Indigenous design principles were translated into overarching design principles that resulted in the design of a people-focused airport, designed to be of its place and flexible over time.

Darkinjung Cultural Centre

Woods Bagot worked again with certified Supply Nation supplier Balarinji to offer a community-led, co-design process that placed Darkinjung Local Aboriginal Land Council at the heart of the design process. For this EOI, Woods Bagot also engaged with Indigenous specialists from WSP's Indigenous (Architecture) Design and Knowledge team, led by Michael Hromek who is descendant of the Yuin People of the Budawang Tribe, to enhance the collaboration between Balarinji and Woods Bagot and the integration of Indigenous design principles into the design outcome.

CSIRO National Collections Building

Woods Bagot engaged with WSP's Indigenous (Architecture) Design and Knowledge team to provide Indigenous design services. Led by Michael Hromek, who is descendant of the Yuin People of the Budawang Tribe, his role on the project team was to engage with the Traditional Owner group and develop Ngunnawal design principles that can be integrated into the building design

↑
Studio located on
Gadigal Country



WOODS BAGOT

Victoria University Sunshine Skills Hub
Warrburne, Victoria



Relationships



Respect



Opportunities



Governance



Relationships

Action	Deliverable	Timeline *	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Identify current and prospective Aboriginal & Torres Strait Islander stakeholders within our client base and sphere of influence (by Studio).	September 2022	Australian Client Stream Leader (Lead) Group Practice Manager (Support)
	2. Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. Continue to record consultants' details in our database and make this information available within W-B on our intranet.	September 2022	Australian Management Stream Leader (Lead) Group Practice Manager (Support)
	3. Research and identify local nation Aboriginal stakeholder groups for each region through the creation of a register.	September 2022	Australian Client Stream Leader (Lead) Group Practice Manager (Support)
2. Build relationships through celebrating National Reconciliation Week (NRW).	4. Circulate and communicate relevant Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our Studio staff via Studio Operations Managers (e.g. MMM, posters, or stand-alone event/s).	27 May 2022	Australian Management Stream Leader (Lead)
	5. Identify external NRW events ensuring that members of the W-B RAP Steering Committee (W-B RSC) can attend at least one event.	May 2022	People & Culture Stream Leader (Lead) Studio Operations Managers and W-B RWG (Support)
	6. Encourage and support Principals, Studio Chairs and/ or employees to participate in at least one external event to recognise and celebrate NRW.	May 2022	People & Culture Leader (Lead) Studio Operations Manager and W-B RWG (Support)
3. Promote reconciliation through our sphere of influence.	7. Communicate our commitment to reconciliation to all staff, distributing message from CEO and W-B RAP Chair promoting and supporting our commitment to our RAP and Reconciliation.	May 2022	W-B RSC Chair and RAP Champion (Lead) Global Digital Channel Manager (Support)
	8. Work with Comms to schedule, develop and execute a structured and regular internal communication plan to raise awareness around reconciliation and key dates.	December 2021 (full Comms Plan developed)	Australian Client Stream Leader (Lead) Global Digital Channel Manager (Support)
	9. Identify external stakeholders that our organisation can engage with on our RAP initiatives e.g. Property Council of Australia (PCA), Diversity Council of Australia, Architects Institute of Australia (AIA), Reconciliation Australia, Supply Nation, other partners (Architects, suppliers).	May 2022	W-B RSC Chair and Champion (Lead) W-B RSC Members (support)



Relationships

Action	Deliverable	Timeline *	Responsibility
	10. Identify architectural and client organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2022 and recorded in line with bid processes and road map Reported quarterly from December 2021	Client Stream Leader (Lead) Design Stream Leader and W-B RSC (Support)
	11. Promote awareness within Woods Bagot of Aboriginal and Torres Strait Islander peoples' initiatives/ opportunities using case studies and projects.	April 2022	Design Stream Leader (Lead)
	12. Include RAP commitments in Woods Bagot employee onboarding communications.	December 2021	People & Culture Stream Leader (Lead)
	13. Explore opportunities afforded to supporting our reconciliation journey and commitment to RAP by involvement in relevant conferences and networking events within our sphere of influence.	December 2021 September 2022	Management Stream Leader (Lead) W-B RSC Chair / Champion, P&C, Studio Operations Managers, W-B RWG (Support)
4. Promote positive race relations through anti-discrimination strategies and other initiatives.	14. Research best practice, policies and processes in areas of race relations and discrimination e.g. Australian Human Resources Institute (AHRI), Reconciliation Australia website, Diversity Council of Australia, Woods Bagot P&C, legal and compliance teams.	September 2022	People & Culture Stream Leader (Lead)
	15. Conduct a review of HR policies and procedures to identify any existing anti-discrimination provisions and future needs (while conducted regularly, focus is on anti-discrimination provisions and future needs).	September 2022	People & Culture Stream Leader (Lead) Legal and Risk (Support)



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.	16. Develop a business case for understanding, valuing and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within Woods Bagot.	September 2022	Design Stream Leader (Lead) W-B RSC (Support)
	17. Source one new cultural awareness resource for inclusion in Wiki e.g. awareness resources about general history; the 1967 referendum discussion and Eddie Mabo; a film showing once every six months with a documentary (SBS and NITV have Indigenous material for hire).	September 2021 February 2022 September 2022	People & Culture Leader (Lead)
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	18. Provide Acknowledgement of Country (AOC) messaging on Studio homepages, reception, meeting rooms etc. specific to the lands on which the Studio is located Include Acknowledgement of Country in pitch, presentation and bid documents and templates.	September 2021 September 2022	Client Stream Leader (Lead) W-B RWG and Studio Operations Managers, Global Digital Channel Manager (Support)
	19. Increase our employees understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2021	Management Stream Leader Group Practice Manager and Global Digital Channel Manager (Support)
	20. Develop, communicate and make available cultural protocol guidelines (to all Woods Bagot employees via the Woods Bagot intranet and Studio home pages and meeting rooms displays.	December 2021	Management Stream Leader Group Practice Manager and Global Digital Channel Manager (Support)
	21. Explore the commissioning of an Indigenous artwork for use digitally.	December 2021	Management Stream Leader Group Practice Manager and Global Digital Channel Manager (Support)
	22. Design and develop relevant bid documentation which shows an understanding of the local Traditional Owners or Custodians of the lands and waters relevant to Woods Bagot's bids and projects.	September 2022	Client Stream Leader (Lead) Global Digital Channel Manager and Bid Manager (Support)



Respect

Action	Deliverable	Timeline *	Responsibility
	23. Encourage all Principals, Architects, Designers and Business Development, Marketing and Communication team to become aware of and be equipped with the Protocol to ensure Acknowledgement of Country is provided at all public events and identified internal events (e.g. team offsites, official meetings, D&I events, Board meetings held in Australia, and relevant celebrations).	September 2022	W-B RSC Chair and Champion (Lead) Global Digital Channel Manager and P&C Leader (Support)
	24. Regularly promote protocols through RAP events, stories on WB intranet, cultural awareness training and projects.	September 2022	W-B RSC Chair and Champion (Lead) Global Digital Channel Manager and P&C Leader (Support)
	25. Include in Project RoadMap (i.e. a page in the Project plan - 'Inception Gate') a reminder to research and understand the Traditional Owners and protect Indigenous cultural heritage. This includes developing Wiki references to the Traditional Owners.	January 2022	Design Stream Leader
	26. Invite a local Elder/ person to speak to one Studio (Melbourne) on a topic of reconciliation and the history of First Australians from the local area (contact our local Aboriginal Council).	March 2022	Australian Management Stream Leader (Lead)
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	27. Raise awareness and share information amongst our employees about the meaning of NAIDOC Week, to acknowledge NAIDOC Week and its importance in communications with employees (e.g. at Studio Monday Morning Meetings) and stakeholders as appropriate.	July 2022	Management Stream Leader (Lead) Group Practice Manager to co-ordinate with Regional Operations Manager (Melbourne) and W-B RWG (Support)
	28. Introduce our employees to NAIDOC Week by promoting external events in local area. Research events near Australian W-B Studios.	July 2022	Design Stream Leader (Lead) RWG (Support)
	29. W-B RSC members and W-B Regional Executive leaders to participate in external NAIDOC Week events.	July 2022	W-B RSC Chair and Champion



Opportunities

Action	Deliverable	Timeline *	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	30. Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2022	People & Culture Stream Leader (Lead)
	31. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2022	People & Culture Stream Leader
	a. Add a field in our Human Resource Information System to enable new hires to identify (if they wish to) as Aboriginal and/or Torres Strait Islander people (bi-annual reporting).		
	b. Develop management reporting tool to enable reporting of any employees who identify in order to explore opportunities in relevant employment programs to enable their development and retention and potential participation in RAP.		
	32. Explore future opportunities for one Australian Studio to consider an Indigenous scholarship in association with a local university which has an architectural school and an Indigenous centre.	August 2022	People & Culture Stream Leader (Lead) Regional Studio Executive (Sponsorship)
	33. Explore the benefits associated with engaging external specialist advice and consultants to support and enable employment opportunities for Aboriginal and Torres Strait Islander peoples.	August 2022	People & Culture Stream Leader (Lead) Regional Studio Executive (Sponsorship)
	34. Commence process of establishing relationships with recruitment firms to source Aboriginal and Torres Strait Islander job applications, internships and graduate programs.	September 2022	People & Culture Stream Leader (Lead) Regional Studio Executive (Sponsorship)
	35. All Studios to participate in at least one career presentation on architecture and design with identified college or university in a chosen community to encourage career pathways in the industry.	August 2022	Design Stream Leader (Lead) People & Culture Stream Leader, W-B RWG and Studio Operations Managers (Support)



Opportunities

Action	Deliverable	Timeline *	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	36. Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2022	Management Stream Leader (Lead) Design Stream Leader, Projects within Studio, Group Practice Manager, W-B RSC Chair / RAP Champion (Support)
	37. Investigate Supply Nation membership and utilise Supply Nation database to explore opportunities for our business.	September 2022	Management Stream Leader (Lead)
	38. Identify and encourage within W-B and in our sphere of influence the use of Aboriginal and Torres Strait Islander owned businesses for procurement strategies.	September 2022	W-B RSC Chair / RAP Champion
	39. Track, monitor and report on procurement activity associated with Aboriginal and Torres Strait Islander owned businesses using our internal W-B Consultant and Supplier database (quarterly reporting).	September 2022	Management Stream Leader (Lead)
	40. Promote the utilisation of our intranet/ practice management / database donations to record actions, donations and events related to the Woods Bagot Indigenous Opportunities Policy (Australia).	September 2022	Management Stream Leader (Lead)
	41. Consolidate and review quarterly the list of Aboriginal and Torres Strait Islander suppliers and ensure supplier list is available to all employees in Australia.	September 2022	Australian Management Stream Leader (Lead) Group Practice Manager (Support)
	42. Promote greater utilisation of Indigenous artists using consolidated listing of projects captured within the W-B project Design Intelligence Documents (DID).	September 2022	Design Stream Leader (Lead)
	43. Continue to utilise Indigenous project consultants for advice on architectural and design projects, recording their details and usage on the W-B Practice Management database.	September 2022	Management Stream Leader (Lead) Group Practice Manager (Support)
	44. Review W-B procurement policies and processes to embed supplier diversity principles to raise awareness and promote the utilisation of Indigenous consultants or businesses owned by Aboriginal and Torres Strait Islander peoples.	September 2022	Australian Management Stream Leader (Lead) Group Practice Manager (Support)
	45. Ensure relevant contracts embed supplier diversity principles.	September 2022	Australian Management Stream Leader + AU Legal Leader (Joint Lead) Group Practice Manager (Support)

*Assumes July 2021 commencement



Governance

Action	Deliverable	Timeline *	Responsibility
10. Provide appropriate support for effective implementation of RAP commitments.	46. Engage senior leaders in the delivery of RAP commitments.	September 2022	RAP Steering Committee Chair / Champion
	47. Identify and allocate funds, donations and support to advance RAP.	Report on progress: December 2021 September 2022	Management Stream Leader (Lead) Studio Chair (Budget allocations)
	48. Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2022 September 2022	Management Stream Leader (Lead) W-B RSC Chair and RAP Champion, W-B RAP RWG Chair
11. Establish and maintain an effective W-B RSC to drive the governance and outcomes of the WIB RAP.	49. Form a W-B RSC to steer governance of the RAP and ensure delivery of the W-B Reflect RAP. The Committee will meet on a monthly basis to review progress and ensure delivery of the RAP.	July 2021	Management Stream Leader (Lead) RAP Steering Committee Chair / Champion (Support)
	50. Maintain Aboriginal and Torres Strait Islander representation on the W-B RSC.	August 2021	W-B RSC Chair / Champion (Lead)
	51. Draft a Terms of Reference for the RAP governance structure.	September 2021	W-B RSC Chair / Champion (Lead) Management Stream Leader (Support)
12. Establish and maintain an effective W-B RAP Working Group (W-B RWG) to support the implementation of RAP actions.	52. Form a W-B RWG to support the implementation of the RAP actions and local studio specific initiatives.	September 2021	W-B RSC Chair and RAP Champion
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	53. Establish Aboriginal and Torres Strait Islander representation on the W-B RWG by considering both internal and external representation. Explore possibility of external representation from the Arts, Design or a youth artist.	December 2021	W-B RSC Chair and RAP Champion
	54. Circulate an Expression of Interest within W-B Australian Studios to gauge interest from employees in joining the W-B RWG or contributing to the delivery of RAP initiatives.	December 2021	W-B RSC Chair and RAP Champion
14. Continue our reconciliation journey by developing our next RAP.	55. Register via Reconciliation Australia's website to begin developing our next RAP.	May 2022	Management Stream Leader (Lead) W-B RSC (Support)

We are Woods Bagot.

Throughout our global history, cultural rituals have evolved and become further exposed via new mediums of connection. They have awakened our imaginations and raised our expectations for what is possible.

Borders, jurisdictions and continents have given way to boundaryless digital communities and cultural movements that are moving faster than ever before.

As designers, we must grow alongside the complexities of this ever-changing world with a diversity of thought and inclusiveness of perspective.

To design in this world is to design with the understanding that the greatest human endeavour is our passion for celebration - those festivals of experience.

Because if we are to make an impact beyond design, we must create a world where architecture is revered for its service more than its style.

This is what we call People Architecture.

A belief that shapes how we see the world differently. A conviction that the values of end users and the values of design are one and the same. People Architecture is a celebration of diversity and prosperity across cultures, propelled by a shared sense of empathy that is inclusive of flexibility and built to adapt.

Every person within our organisation must contribute to the idea that we can shift the direction of an entire industry to appeal more to human instinct, the human condition and human sensibilities.

But the process of architecture is not singular. Design is one of many inputs. We are dependent on the collective knowledge of clients and communities in a continual process of study, experimentation and making.

We are a multi-studio, cross-disciplinary organisation.

We are a reflection of the collisions of ideas that occur continuously across the world.

We inspire innovation with inclusiveness.

We are Woods Bagot

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Photography

Aboriginal Art and
Cultures Centre
Image by ERA-co

Aurecon 25 King Workplace,
BHP, 275 Kent Street
Photography by Trevor Mein

Deakin University Law Building,
Victoria University Sunshine
Skills Hub
Photography by Peter Bennetts

KPMG Perth Office
Photography by Dion Robeson







Sydney Metro Central Station
Photography by Kyle Ford

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