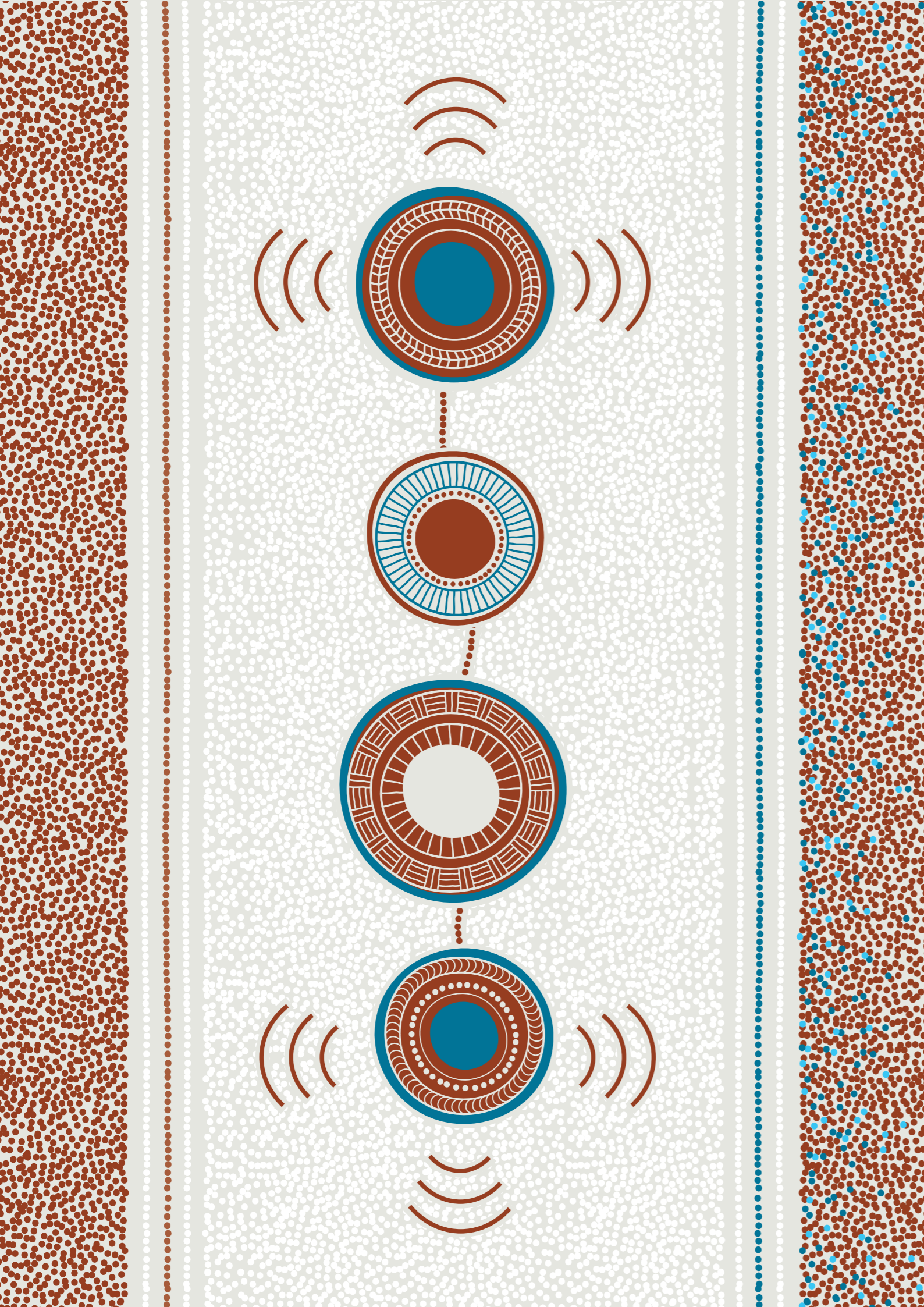


PEDDLE THORP

Innovate

Reconciliation Action Plan

July 2025 - July 2027



ACKNOWLEDGEMENT OF THE COUNTRY

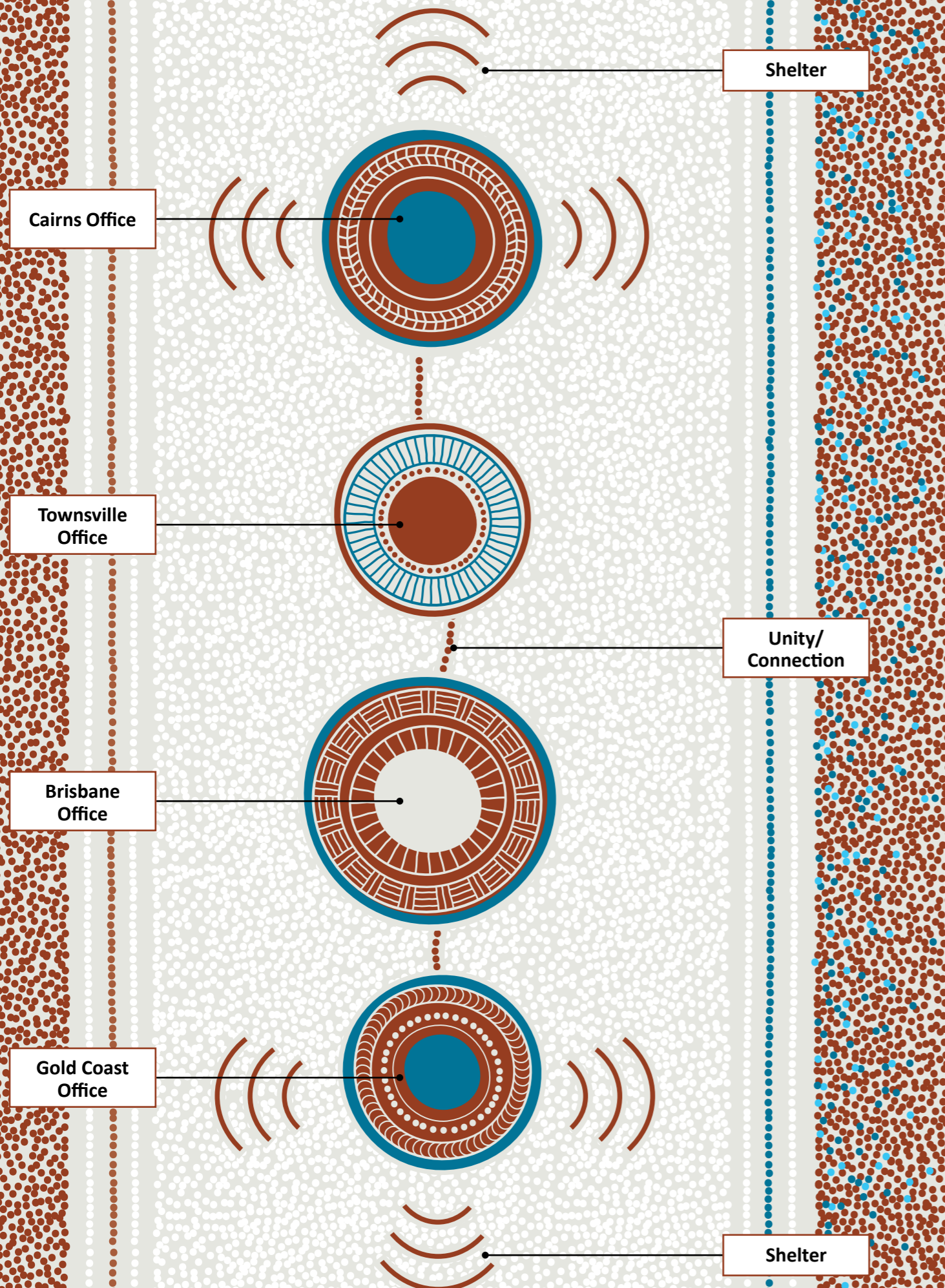
In the spirit of reconciliation **Peddle Thorp** acknowledges the profound history of this country and we welcome the invitation to walk with First Nations peoples towards a more inclusive future. May we pay respect to Elders of the past and present and extend this respect to all Aboriginal and Torres Strait Islander peoples for their deep connection with and custodianship of Country.

We thank you for allowing Peddle Thorp to work across many lands throughout Australia. We honour and respect First Nations peoples for their influence as skilled land shapers and place makers. We demonstrate our respect through our commitments to working in collaboration with First Nations peoples, adopting environmentally sustainable practices and our hopes to increase First Nations inclusion in our business and architectural industry.

We acknowledge and express our appreciation to the Traditional Custodians of Country of where we work; in Brisbane the Turrbal and Jagera people; Townsville the Wulgurukaba of Gurambillarra and Yunbenun, Bindal, Gugu Badhun and Nywaigi; Cairns the Yidinji people; and Gold Coast the Yugambah people.

A Journey of Unity: Connecting Through Reconciliation and Commemoration with Peddle Thorp

by Danielle Leedie Gray



This artwork encapsulates the essence of Peddle Thorp's four offices located in diverse areas of Queensland. Using concentric circles and symbolism, this piece of art explores the journey and interconnectedness of these offices, either as individual components or as a harmonious whole.

Starting from the top of the artwork is the Cairns Studio/Office, represented by a concentric circle. The pattern within this circle consists of leaves, symbolising the abundant rainforest elements found in the region.

Then we encounter the Townsville Studio/Office, highlighted by another concentric circle. This circle is adorned with a beautiful pattern of sun rays, representing the radiant energy and warmth that the location exudes.

Throughout the artwork, dots are incorporated, symbolising a deep connection to the Country in which we all live, work, and play. These dots serve as a reminder of the unity between people and the land, fostering a sense of belonging and respect.

The outer lines of the artwork depict shelter and the presence of natural elements, emphasising the importance of sustainability and harmonious coexistence with our surroundings.

A symbolic dotted line weaves its way through the artwork, connecting all four locations. This line represents the unity and connection between Peddle Thorp's offices, highlighting their journey and shared vision for architectural excellence.

The Brisbane Studio/Office is represented by a concentric circle featuring a weaving pattern. This intricate weave symbolises the exchange and generation of ideas and concepts, reflecting the creative energy and innovation emanating from this location.

Finally, the Gold Coast Studio/Office is portrayed with a concentric circle adorned with a pattern resembling water, representing the purity and beauty of the Earth's precious gift.

This artwork celebrates Peddle Thorp's commitment to excellence, and the deep connection to Country, while highlighting the unique qualities and contributions each location brings to the overall collective.



Carnarvon Gorge National Park
'Bidjara' Country South West Queensland
Photo courtesy of Danielle Leedie Gray



Danielle Leedie Gray,
of Bidjara and Wakka Wakka country
Photo courtesy of Danielle Leedie Gray

ABOUT THE ARTIST

Artist Acknowledgement

The Peddle Thorp Reconciliation Action Plan Working Group first became aware of the design practice of Danielle Leedie Gray through her printing business, which we used in the Reflect stage of our RAP.

After becoming familiar with her beautiful illustration and design work, we decided to engage her creating an artwork that represents our company. We have enjoyed working with Danielle, having her lead the design process and seeing her vision come to life. Most of all, we loved her interpretation of our organisation, where each element is intentional and has a story behind it.

Danielle Leedie Gray is an artist, illustrator, graphic designer, and a proud First Nations woman.

Danielle creates bold, contemporary pieces that make people feel joy and connection, and her artworks are a unique expression.

Danielle's work is guided by a deep sense of empathy towards her cultural heritage and family history, and invites unity and healing through the unique combination of culture and contemporary vision.

More personally, important symbols for Danielle are the people gathering (the circle with c's surrounding) and the travelling sign (three circles with three lines between them) because they reflect unity and moving forward.

Danielle wants to invite her work into the homes and businesses of non-First Nations people, and promote understanding of the symbols, stories and meaning in Aboriginal culture so together we create a united future for all Australians.

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Front Page and Table of Content Project:
Townsville Community Learning Centre,
Wulgurukaba Country

OUR VISION FOR RECONCILIATION

Peddle Thorp's vision is for a more inclusive and equitable Australia, where Aboriginal and Torres Strait Islander peoples may access opportunities to be fairly represented in the architectural industry.

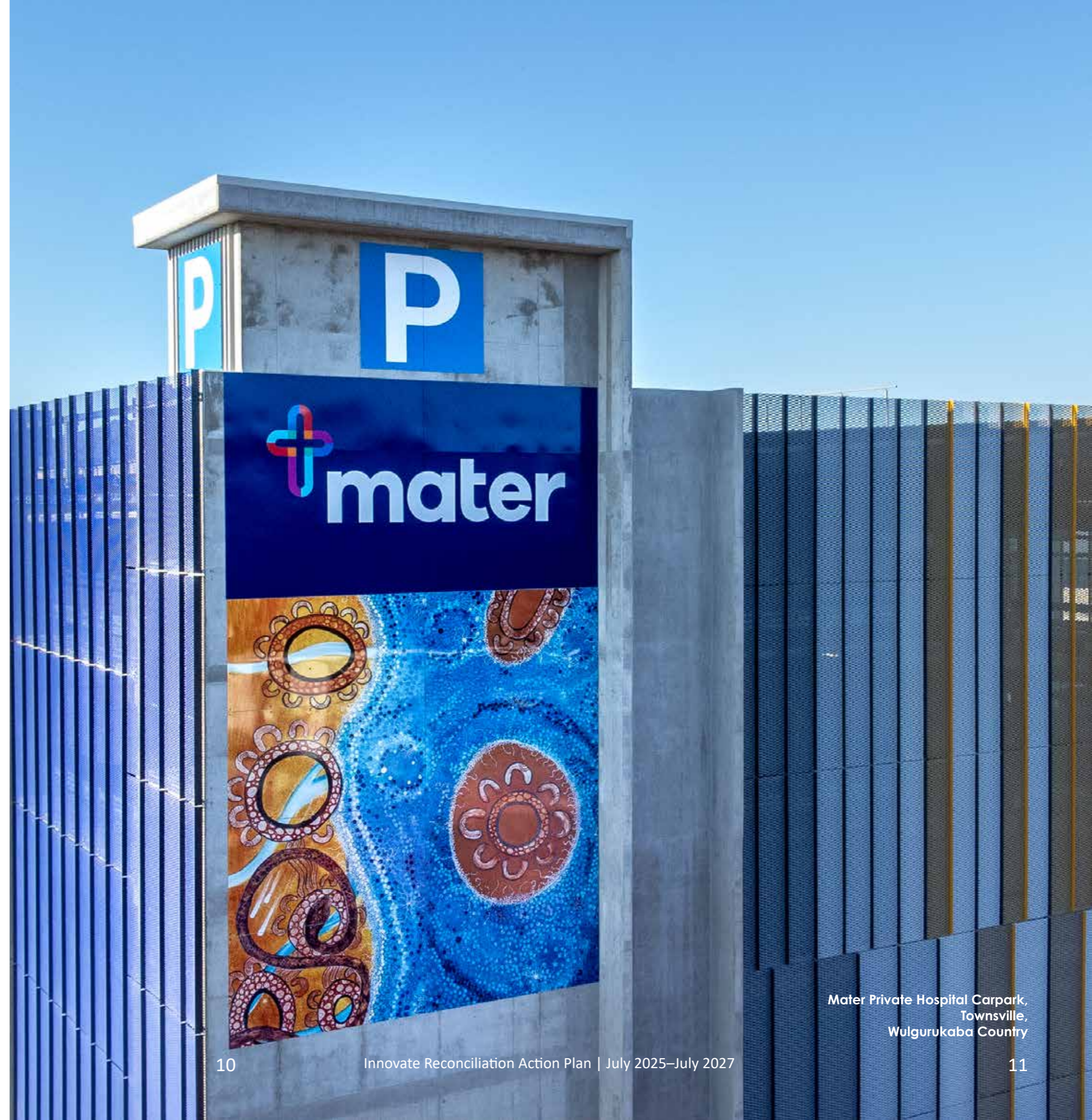
Our Innovate RAP demonstrates our commitment to reconciliation through visible and active leadership, and providing services that are collaborative and client centred.

At the heart of reconciliation is the relationship between the broader Australian community and First Nations peoples. To foster positive relations and unity, we must be grounded in a foundation of truth about Australia's history and a deeper appreciation and respect for all nations and language groups.

We aim to achieve this by fostering innovation, practicing cultural integrity, respectfully engaging stakeholders, and maintaining genuine relationships with Aboriginal and Torres Strait Islander peoples.

Key to this undertaking, staff at Peddle Thorp will be supported to develop a deep knowledge of and respect for Aboriginal and Torres Strait Islander peoples' histories, cultures, stories, values, and their unique perspectives.

Peddle Thorp acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Australia and honour their deep connection to family, kinship, community, sharing stories (yarning), dreamtime, and the Spirits of our Country.



Mater Private Hospital Carpark,
Townsville,
Wulgurukaba Country



STATEMENT FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends Peddle Thorp on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

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

This Innovate RAP is both an opportunity and an invitation for Peddle Thorp to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Peddle Thorp will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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

Implementing an Innovate RAP signals Peddle Thorp's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Peddle Thorp on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

MESSAGE FROM PEDDLE THORP'S CEO

I am delighted to present our Innovate Reconciliation Action Plan (RAP), a testament to our ongoing commitment to reconciliation, cultural respect, and building meaningful relationships with First Nations communities.

At Peddle Thorp, we recognise the importance of acknowledging the historical and contemporary experiences of Aboriginal and Torres Strait Islander peoples and the need for positive change within our organisation and broader society. The development and implementation of our RAP signify a dedicated effort to contribute to a more inclusive and harmonious future.

Our Innovate RAP serves as a comprehensive overview of our journey towards reconciliation, highlighting our achievements, challenges, and the impact of our initiatives. It reflects the collective efforts of our team members, stakeholders, and First Nations partners who have been instrumental in shaping the direction and success of our endeavours.

Key elements of our Reconciliation Action Plan include:

Innovation and Collaboration

Our commitment to innovation is interwoven with our dedication to reconciliation. By fostering a culture of collaboration, we aim to contribute positively to the well-being of First Nations communities.

Supplier Diversity

We understand the importance of economic empowerment. Our RAP encourages the inclusion of First Nations businesses in our supply chain.

Cultural Competency Training

Knowledge is a powerful tool for understanding and respect. Our RAP includes initiatives for cultural competency training, ensuring that our team members are equipped with the understanding and sensitivity necessary for positive engagement.



Community Engagement and Partnerships

Building genuine and lasting relationships is at the core of our reconciliation efforts. We actively engage with First Nations communities, seeking their guidance and input to inform our decisions and initiatives.

Transparent Reporting and Accountability

We believe in transparency and accountability. This report provides a clear account of our progress, challenges, and achievements. We remain committed to regular reporting, allowing our team and stakeholders to track our journey.

As we reflect on the accomplishments outlined in this report, we acknowledge that our reconciliation journey is ongoing. We recognise the importance of continuous learning, adaptation, and collaboration to create lasting positive change.

Our Innovate RAP serve as both a reflection on our achievements and a roadmap for the path ahead. Together, we stand united in our commitment to reconciliation.

Brett Hudson
Chief Executive Officer
Peddle Thorp



ABOUT PEDDLE THORP

Peddle Thorp is an established architectural design practice with over 60 years of experience in Queensland.

We employ 50 people across 4 offices – Brisbane est. 1963; the Gold Coast est. 1978; Cairns est. 1988; Townsville est. 2018; with associated practices in Port Moresby. Currently, there are no Aboriginal and/or Torres Strait Islander members of staff employed by Peddle Thorp. Our intention is to develop opportunities to improve and increase employment opportunities for First Nations students, architects and interior designers.

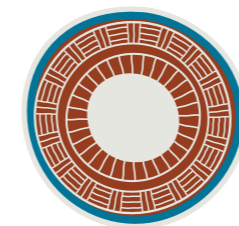
Our practice has both led and collaborated on major projects across Australia and overseas, some of which have been recognised as the best of their kind. While we are proud of our award-winning buildings, we measure success through the satisfaction of our clients and their stakeholders. Our greatest strength is our sensitivity to our clients' needs, combined with a sophisticated ability to lead, adapt, and reliably deliver.

Our business is Architecture, Masterplanning and Interior Design, but most of all the design of quality buildings that stand the test of time in both appearance and functionality.

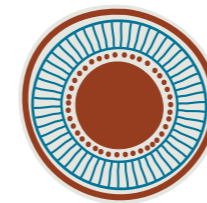
Peddle Thorp prides itself in designing spaces that cater to communities and their diverse needs. Whether it's creating libraries and museums that serve as centres of knowledge and cultural exchange; designing hospitals and aged care facilities that prioritise well-being and comfort; crafting residential buildings where families can thrive; designing schools and universities that inspire learning and growth; or creating retirement communities that foster a sense of belonging, we are committed to enhancing quality of life for all.



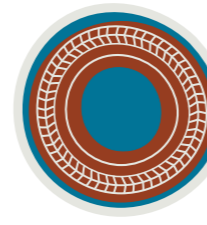
Gold Coast
Yugambeh Country



Brisbane
Jagera and Turrbal Country



Townsville
Wulgurukaba Country



Cairns
Yidinji Country

Our work goes beyond just creating buildings; we aim to create a genuine, positive difference to the way people work, live, care, play, and learn. Equipped with the understanding that a one-size approach does not do justice to a building's inhabitants, we offer bespoke design solutions and multidimensional spaces for people of diverse backgrounds, experiences, and demographics.

The essence of our success is in collaboration with our clients to achieve full understanding of their needs and adoption of their specialist knowledge as the foundation of our design process. This knowledge is interpreted into sensitive designs which recognise that the best projects will not only be creative, but are also based on tested solutions, proven by Peddle Thorp's extensive experience.

Through our architectural work, we aspire to leave a legacy of beautifully designed spaces that enrich the lives of those who inhabit them. Peddle Thorp's commitment to excellence and community-focused design continues to be our guiding force as we shape the world.



Caboolture Hub,
Caboolture Regional Art Gallery,
Kabi Kabi Country,
Peddle Thorp + JCA



Caboolture Hub,
Kabi Kabi Country,
Peddle Thorp + JCA

OUR PURPOSE FOR HAVING AN INNOVATE RAP

Peddle Thorp's Innovate RAP is a living commitment to positive change by working harmoniously with Aboriginal and Torres Strait Islander peoples and with Country.

Innovation in Design and Practices

Goal:

To encourage innovative thinking in the design of spaces and buildings that respect and celebrate First Nations peoples' cultures.

Purpose:

Foster a culture of innovation, to go beyond traditional approaches, creating spaces or initiatives that not only showcase architectural excellence but also incorporate First Nations perspectives and values.

Positive Contribution to the Wellbeing of First Nations Communities

Goal:

To contribute positively to the well-being of First Nations communities through unique and thoughtful projects or initiatives.

Purpose:

Create a lasting impact on First Nations communities, focusing on inclusive design solutions that enhance their social, economic, and cultural well-being.

Caboolture Hub

The Caboolture Hub, located on Kabi Kabi Country, is a multifaceted community facility that includes a library, art gallery, and learning centre.

The name "Caboolture" is derived from the Kabi Kabi words meaning "Place of the Carpet Snake", acknowledging the cultural and spiritual significance of the carpet snake in local Aboriginal heritage.

The roof awnings and shelter structures were designed by Peddle Thorp to reflect Aboriginal snake stories, featuring serpentine forms and ceiling reflections that evoke the movement and symbolism of the snake. These elements were carefully integrated to honour and resonate with the cultural narratives of the Kabi Kabi people.

Continuous Improvement and Adaptation

Goal:

To establish a culture of continuous improvement by regularly reviewing and adapting our RAP to changing circumstances.

Purpose:

Regular review and updates ensure that our organisation remains responsive to emerging best practices, community needs, and societal changes.

Inspiring and Engaging Employees

Goal:

To inspire and engage employees in the organisation's reconciliation journey.

Purpose:

Capture the imagination and enthusiasm of our employees, fostering a sense of pride and ownership in contributing to innovative and meaningful reconciliation initiatives.

Empowerment through Collaboration

Goal:

To actively engage in collaborative projects and partnerships with First Nations individuals and communities.

Purpose:

Empower Aboriginal and Torres Strait Islander voices, recognising the importance of mutual respect, shared decision-making, and the co-creation of projects that benefit all parties.

Cultural Competency and Creativity

Goal:

To instil cultural competency and creativity in Peddle Thorp's design and project delivery team through training and innovative practices.

Purpose:

Develop a culturally competent workforce, better equipped to engage positively with First Nations cultures, foster respect, understanding, and meaningful interactions.



OUR GOVERNANCE

The Peddle Thorp team is committed to supporting diversity, equity, and inclusion, as well as expanding our cultural understanding of the issues faced by Australia's First Nations peoples and their descendants.

Undertaking a Reflect RAP (Reconciliation Action Plan) in 2022 was a positive step towards fostering meaningful engagement in our business of architecture and design. We are ready to progress to the next Innovate phase in our reconciliation journey. We are mindful to avoid tokenism in design through lack of engagement or missed opportunities in addressing broader themes that address Country and Culture.

We seek to implement:

Cultural Protocols:

Familiarise ourselves with the cultural protocols and practices of the specific First Nations communities that we are working with. Respect their cultural heritage, traditions, and protocols, and seek guidance if we are unsure about appropriate practices.

Diverse Perspectives:

Acknowledge that First Nations communities are not homogenous, and there is a wide diversity of cultures, languages, and customs among them. Avoid generalisations and ensure that the design approach is inclusive and respects this diversity.

Community Engagement:

Peddle Thorp is continually seeking to establish meaningful relationships with the local First Nations communities. Where we have the opportunity, include early consultation, collaboration, and consent-seeking.

Cultural Competency Training:

Provide cultural competency training to our team. Build awareness and understanding of First Nations' histories and cultures. Ensure that team members follow best practice principles when engaging with First Nations representatives and communities.

Listening and Learning:

Actively listen to the concerns and aspirations of First Nations communities we are working with. Be open to learning from their experiences and prioritise their needs in design solutions.

Long-term Commitment:

Building genuine relationships with First Nations communities takes time and sustained effort. Avoid one-off or short-term engagements and develop ongoing partnerships and support. We are committed to extending our engagements with First Nations suppliers by forming enduring business opportunities.

Cultural Intellectual Property:

Respect Aboriginal and Torres Strait Islander peoples' cultural intellectual property rights. Seek permission and appropriate licenses when using First Nations cultural symbols, artwork, or knowledge in our designs.

Empowerment and Representation:

Consider ways to empower First Nations communities. Create opportunities for positive representation and recognition of First Nations histories, cultures, and achievements.

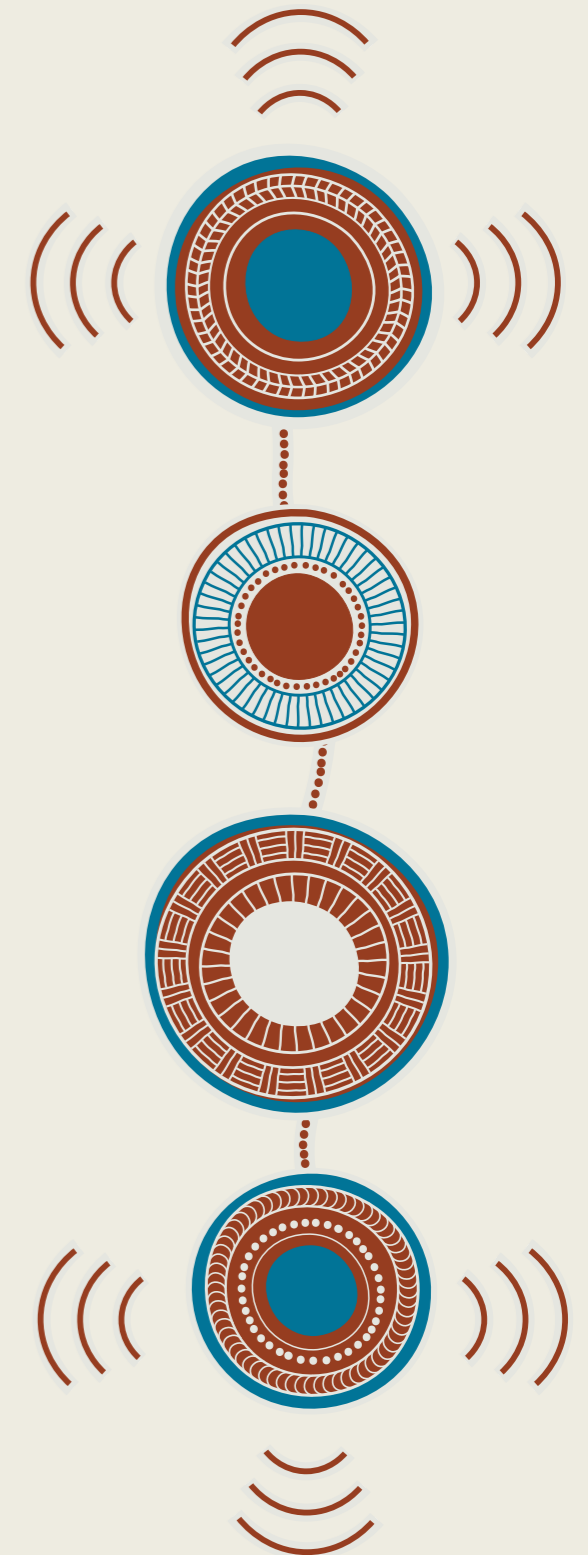
Evaluate and Reflect:

Regularly evaluate our design processes and outcomes to ensure they align with our goals of diversity, equity and inclusion. Reflect on any challenges or areas for improvement and adjust accordingly. Involve regular assessments of key performance indicators, and transparent reporting mechanisms to ensure we are making measurable strides towards championing reconciliation.

By following these principles and practices, we believe Peddle Thorp can implement a meaningful and respectful process in addressing Aboriginal and Torres Strait Islander people representation and promoting positive change. We understand that genuine engagement and respect are essential for building authentic partnerships and contributing to reconciliation and social justice.

Working towards reconciliation through our Reconciliation Action Plan is not just a matter of compliance; it is a commitment to fostering a more inclusive, equitable, and respectful society. It entails aligning our architectural practices with principles of reconciliation, ensuring accountability, fostering cultural competency, and engaging with First Nations communities and stakeholders in a meaningful and transparent manner.

By embracing reconciliation at the core of our governance, we not only fulfil our ethical responsibilities but also contribute to a better future for all.





DENISE GLASGOW
PERFORMING
ARTS CENTRE

Pimlico State High School
Denise Glasgow Performing Arts Centre
Wulgurukaba Country

OUR RAP WORKING GROUP

At Peddle Thorp, we work and undertake projects built on the unceded lands of Aboriginal and Torres Strait Islander peoples. We intend to grow more conscious and aware of the cultures and histories that inform the way Traditional Custodians relate to their lands.

Building dialogues and incorporating feedback from First Nations peoples throughout different design stages is one of the things we are working towards as designers. Peddle Thorp's Innovate RAP is our commitment in undertaking research into Reconciliation in Architecture and the significance of designing for Country.

In November 2020, Peddle Thorp formed our RAP Working group which consists of 12 Peddle Thorp team members from our Brisbane, Cairns and Townsville offices.

Our working group is led by **Caroline Yuen** – Senior Executive, Interior Architecture. Caroline is a member of the AIA Queensland Equity, Diversity and Inclusion committee. **Brett Hudson** – CEO leads the governance of Peddle Thorp's RAP.

The members of Peddle Thorp's RAP Working Group are staff from all levels and aspects of the company:

- o CEO
- o Senior Executive
- o Executive
- o Architect
- o Architectural Graduate
- o Interior Designer
- o Business Support



Brydon George
External Consultant

During 2024, Peddle Thorp engaged Brydon George as an external consultant to our Reconciliation Working Group.

Brydon, a Wakka Wakka woman and Torres Strait Islander with deep cultural knowledge and lived experience has played a vital role in supporting our journey by providing a peer review of our Innovate RAP. Brydon shared her passion for social justice and taking steps towards a more inclusive society.

OUR RECONCILIATION JOURNEY

Since the launch of our Reflect Reconciliation Action Plan (RAP) in September 2021, our team at Peddle Thorp has embarked on a journey of growth, reflection, and learning. One of our most significant takeaways has been developing a deeper understanding of the complex and enduring histories of First Nations peoples in Australia.

From the outset, our RAP Working Group has taken an education-led approach, delivering internal presentations on key cultural and historical topics. These have included the significance of cultural events, the impact of colonial boundaries and segregation in Brisbane, the legacy of Eddie Mabo, and the introduction and implications of the Native Title Act, among others. These sessions have fostered awareness and opened conversations across the practice.

This journey has reinforced our commitment to calibrating how we operate as a business—to embed cultural knowledge into our processes, communication, and design work. While we recognise that we are still at the beginning of our reconciliation journey, we also acknowledge the importance of continuous and open cultural and social dialogue within our practice.

As we look ahead to our next RAP phase, we are reviewing our progress and reaffirming our responsibilities. We understand the need to strengthen accountability in delivering the commitments we've outlined and have aligned our strategies and timelines with key aspects of our practice.



2023 Events:

1. National Reconciliation Week Peddle Thorp- Guest Speaker Birrunga Wiradyuri – Cairns, Townsville, Gold Coast, and Brisbane Office—Birrunga spoke about his journey, his lived experience, sharing his respect to his fellow nations and listening with patience.
2. Internal Engagement and Education on the Voice to Parliament Referendum - Peddle Thorp Cairns, Townsville, Gold Coast, and Brisbane Office.
3. NAIDOC Week Corporate Breakfast - Townsville Office—Participants learnt about the history of First Nations peoples and the ongoing impact of colonisation, including displacement, cultural suppression, and how this creates challenges for First Nations communities in Townsville in the present day.
4. NAIDOC Week BBQ with Paynters at Bohle TAFE Construction Site - Townsville Office
5. Attending QAGOMA First Nation Art Talk during NAIDOC week

2020 Establishment of Peddle Thorp's RAP working group

2021

Launch of Peddle Thorp's Reflect Plan included the following:

1. Participated industry events such as attending Parlour events, RAIA webinars etc.
2. Participated in NAIDOC and Reconciliation Week activities. Our RAP working group's goal was to impart knowledge related to the significant First Nations history in Australia eg the 1967 referendum, the meaning of the Australian Aboriginal and Torres Strait Islander flags etc.



2022

2022 Events Hosted by Peddle Thorp:

1. NAIDOC Week Trivia Friday - Cairns, Townsville, and Brisbane Office—An educational way to engage with and learn more about First Nations culture and history
2. Reflect RAP Morning Teas with Peddle Thorp News—The Peddle Thorp team was kept informed about upcoming webinars, events inhouse and external to our organisation and projects with First Nations input

2022 Events Hosted by Others:

3. Attended Birrunga Gallery Annual NAIDOC Week Recap Breakfast 2022 Edition – Brisbane Office—Participants learnt about Birrunga's journey in establishing his gallery in a country not from his and the cultural ceremonies associated with obtaining permission. Featured artwork was highlighted to promote contemporary First Nations art whilst fostering cross-cultural understanding.
4. Australian Institute of Architects Sessions: Design with Country (hosted by AIA) – Brisbane Office
5. Attended Acknowledgement of Country - Making Yours Meaningful - Townsville and Brisbane Office

2023

2024

2025

2024 Events:

1. Attending QAGOMA First Nations art talk during NAIDOC week, 2024.
2. Webinar NAIDOC week, Acknowledgement of Country, 2024.
3. Engaged in a structured consultation framework with First Nations Peoples across multiple Rural and Remote project locations.

2025 Events:

1. NAIDOC Screening - Ask us anything: Aboriginal and Torres Strait Islander people.
2. QAGOMA First Nations Art Tours: NAIDOC Week, 2025
3. Movie Screening of Audrey Npanganka, Reconciliation Week, 2025.

OUR PROGRESS

Since the establishment of our Reconciliation Working Group (RWG), our team has remained committed to fostering a deeper understanding of First Nations cultures, histories, and perspectives within our practice.

As part of this commitment, members of the RWG have attended various events, talks, and workshops focused on reconciliation, cultural knowledge, and Indigenous-led design principles.

Event Participation Summary

Design with Country – Hosted by the Australian Institute of Architects (AIA), 2022

This event formed part of the AIA's broader initiative to advocate for culturally responsive and sustainable design practices. The session explored how architects and designers can meaningfully engage with Country and incorporate Indigenous knowledge systems into their work.

Key learning outcomes:

- **Cultural Sensitivity:** Understanding and incorporating First Nations peoples' histories and values in design.
- **Sustainable Practices:** aligning with First Nations peoples' environmental stewardship using natural materials.
- **Community Engagement:** Collaborating with First Nations communities throughout the design process.
- **Education:** Providing training for architects to effectively engage with First Nations' perspectives.

Attended Acknowledgment of Country – making yours meaningful, 2022

During NAIDOC week the Townsville Peddle Thorp office attended an presentation by Emma Gibbens and Rhys Paddick from Acknowledge This!, an organisation established to promote cultural understanding and meaningful connection. Moving forward the content of the session will assist us to engage more confidently and authentically with First Nations people and community groups.

Key learning outcomes:

- **Cultural Sensitivity:** Understanding the difference between a Welcome to Country and Acknowledgement of Country
- **Education:** Providing training for architects to better engage and provide more meaning to First Nations peoples when Acknowledging Country

National Reconciliation Week - Guest Speaker Birrunga Wiradyuri hosted by Peddle Thorp, 2023

Birrunga spoke about his journey, his lived experience, sharing his respect to his fellow nations and listening with patience. We learnt about the best way of collaborating with our First Nations representatives. This include establishing genuine relationships via the following manner:

Building Trust:

- Approach collaborations with humility and a willingness to listen.
- Spend time building personal relationships with First Nations representatives and communities.
- Be transparent about your intentions and objectives.

Engagement and Consultation:

- Involve First Nations representatives from the beginning and throughout the project or initiative.
- Ensure that their voices are heard and valued in decision-making processes.
- Use culturally appropriate methods of consultation, such as face-to-face meetings, community gatherings, and yarning circles.

Internal Engagement and Education on the Voice to Parliament Referendum - Cairns, Townsville, Gold Coast, and Brisbane Office, 2023

The Peddle Thorp Reconciliation Working Group has effectively facilitated multiple in-house presentations and information-sharing sessions focused on the Voice to Parliament Referendum. By providing historical context, current proposals, and various educational resources, the group ensured that team members were well-equipped to make informed decisions regarding First Nations recognition and rights.

Meetings and Presentations:

Multiple sessions were conducted to ensure thorough understanding and engagement.

Content:

- Detailed explanations of past referendums, particularly the 1967 Referendum.
- Discussion on what was proposed and the significance of the Voice to Parliament Referendum.

Promoting informed decisions:

- Links to official documents and statements related to the Voice to Parliament Referendum
- Presentation of recorded presentations and educational videos
- Regular updates and reminders to keep the team informed and engaged

NAIDOC week corporate breakfast – Townsville office, 2023

Participants learnt about the history of First Nations peoples and the ongoing impact of colonization, including displacement, cultural suppression, and how this creates challenges for First Nations communities in Townsville in the present day.

Key learning outcomes:

- **Historical Context:** Provided an understanding of the effects of colonization on First Nations culture and community in North Queensland
- **Relationships:** Opportunity to develop personal relationships with First Nations representatives and communities in an informal setting.

NAIDOC Week BBQ with Paynters at Bohle TAFE Construction Site – Townsville Office, 2023

Organised by the construction company responsible for building the Bohle TAFE project. Paynters Indigenous Engagement Manager, Grant Marshall brought enriching conversations, and the sharing of culture and stories of past generations to the site team.

Key learning outcomes:

- **Cultural understanding:** Display of cultural artefacts including tools and weapons from the region
- **Storytelling:** Importance of sharing histories between cultures
- **Contemporary Identity:** Exploration of themes affecting First nations peoples in the present day

Attending QAGOMA First Nations art talk during NAIDOC week, 2024 & 2025

Attending a First Nations guided talk at the Queensland Gallery of Modern Art (QAGOMA) two consecutive years offered valuable insights into various aspects of First Nations art and culture.

In 2025, Peddle Thorp joined Kalkadoon woman Sandy Harvey, Public Programs Officer at QAGOMA, for a guided tour of First Nations artworks. The tour provided an opportunity to deepen our understanding of Aboriginal and Torres Strait Islander cultures through the works of artists such as Judy Watson, Jimmy Donegan, Teho Ropeyarn, Craig Koomeeta, and Lena Yarinkura.

We explored the significance of symbols, stories, and materials within each artwork and gained insight into the historical and cultural context of "Living on Country". The experience highlighted the diversity of artistic expression across communities and how these reflect the

distinct landscapes and traditions of each Nation.

Key learning outcomes:

- **Historical Context - Colonial Impact:** Effects of colonization on First Nations art and culture.
- **Historical Context - Art Evolution:** Transition from traditional to contemporary First Nations art forms.
- **Cultural Significance - Land Connection:** Spiritual and physical ties to the land depicted in art.
- **Cultural Significance - Storytelling:** Art as a medium for preserving cultural narratives and Dreamtime stories.
- **Artistic Techniques - Natural Materials:** Use of ochre, bark, wood, and other natural resources.
- **Artistic Techniques - Symbolism:** Representation of nature, spirituality, and community through symbols.
- **Contemporary Issues - Identity:** Exploration of themes like identity and resilience.
- **Contemporary Issues - Political Expression:** Art highlighting social justice, land rights, and cultural preservation.
- **Artist Perspectives - Personal Stories:** Insights into the lives and motivations of First Nations artists.
- **Artist Perspectives - Community Role:** Importance of collaborative projects and community involvement.
- **Exhibition Highlights - Key Pieces:** Background and significance of notable works in the exhibition.
- **Exhibition Highlights - Curatorial Insights:** Understanding the presentation and interpretation of artworks.



WHAT'S NEXT FROM PEDDLE THORP?

Having an Innovate Reconciliation Action Plan (RAP) marks a significant and meaningful step for Peddle Thorp as a design company.

It reflects our genuine commitment to reconciliation—not just in words, but in action. As architects and interior designers shaping spaces for diverse communities, we understand the importance of cultural respect, inclusion, and truth-telling. The Innovate RAP challenges us to embed these values more deeply into our design processes, partnerships, and workplace culture.

For Peddle Thorp, this means:

- Designing with Country in mind, engaging with First Nations voices early and meaningfully.
- Building long-term relationships with Aboriginal and Torres Strait Islander communities, artists, and consultants.
- Creating inclusive spaces that acknowledge history and celebrate cultural identity.
- Continuing to educate ourselves and our clients on the impact of design on Country and community.
- Holding ourselves accountable with measurable goals and actions.

As part of this commitment, we will continue to educate and empower our team through:

- Ongoing cultural awareness training tailored to the built environment.
- Workshops and guest talks from First Nations speakers, artists, and Elders.
- Sharing knowledge internally, including design reviews that integrate Country-centred principles.
- Mentoring and professional development pathways to support meaningful engagement and cultural understanding at all levels of the practice.

Ultimately, our Innovate RAP strengthens our practice—technically, ethically, and socially. It supports our belief that great design is not just functional or beautiful—it is respectful, responsive, and inclusive.



CASE STUDIES

From Peddle Thorp's perspective, engaging with First Nations representatives in Brisbane is about fostering respectful, collaborative, and culturally attuned partnerships. This approach not only enriches the design process but also ensures that architectural projects serve and honour First Nations communities, creating spaces that are both functional and meaningful.



WATSIC Aged Care

Case Study 01

Peddle Thorp were engaged by WATSIC (Winnam Aboriginal and Torres Strait Islander Corporation) to assist them in presenting a Business Case to Federal Government for the provision of Aged Care services on the site of the decommissioned Wynnum Base Hospital in Lota, QLD.

Winnam Aboriginal and Torres Strait Islander Corporation (WATSIC) is an enterprising community organisation that is a holistic service provider for the Aboriginal and Torres Strait Islander community in the Wynnum and Bayside Suburbs of Brisbane, on Quandamooka traditional lands. The State Government had negotiated the transfer of title to WATSIC provided that the funds were approved by Federal Government.

Peddle Thorp engaged directly with the Chairperson of WATSIC, Auntie Becky Thomson and the board on multiple occasions to determine both the use of existing facilities and the operational planning and feasibility, and the broader master planning of the site for a broad range of associated uses, including kindergarten, educational facilities, community spaces and retirement living, gallery and meeting places.

The process was interactive and sought to determine whether existing buildings were viable for repurposing, and whether the site could become a central community hub for the Quandamooka people. Peddle Thorp helped achieve a successful funding application and in the process developed a deeper understanding of the Quandamooka culture.

WATSIC is a 100 per cent community-based and controlled, not-for-profit corporation that has approximately 40 properties that are used to provide affordable housing to local Aboriginal and Torres Strait Islander people. WATSIC also owns and operates the only residential aged-care facility in Brisbane that caters specifically for Aboriginal and Torres Strait Islander people, the Georgina Margaret Davidson Thompson Hostel in Morningside.



Mater Private Hospital,
Townsville,
Wulgurukaba Country

Mater Townsville Private Hospital Carpark Building

Case Study 02

The Mater Private Hospital Townsville Multi-Storey Carpark, completed in 2023, stands as a testament to thoughtful architectural design and strategic collaboration. As the second phase of the hospital's comprehensive \$116 million master plan, this six-level structure provides over 400 undercover parking spaces, addressing the growing needs of patients, staff, and visitors.

Designed by Peddle Thorp Architects, the carpark seamlessly blends functionality with aesthetic appeal. The structure features aluminium screens and louvres, installed by Fabritecture, which not only provide shade and ventilation but also contribute to the building's modern façade. These elements ensure natural airflow and daylight penetration, enhancing user comfort and reducing reliance on artificial systems.

The successful realisation of the carpark project was the result of a strategic and ongoing partnership between Mater and Peddle Thorp Architects. This long-standing collaboration extends across various projects on the Pimlico campus, reflecting a shared commitment to delivering integrated, high-quality health infrastructure. The continuous partnership has enabled a cohesive architectural language across the campus and ensured each project contributes meaningfully to Mater's broader vision for healthcare excellence in the region.

By combining architectural innovation, cultural sensitivity, and strategic planning, the Mater Private Hospital Townsville Multi-Storey Carpark enhances not only accessibility but also the overall experience for the community it serves.

Torres Strait Islander Artist Collaboration

A standout feature of the carpark is the incorporation of artwork by Gail Mabo, a Torres Strait Islander artist. Her bespoke artwork adorns the facade, acknowledging the traditions and culture of the First Nations peoples of North Queensland. This collaboration underscores our project's commitment to cultural inclusivity and recognition of heritage.



CRAC is a local community organisation representing the First Nations peoples of Coen. As the art precinct will be run by CRAC coordinators, they will be one of the primary users of the space. Other than providing their own design input, the organisation coordinators facilitated user group sessions between Peddle Thorp and Coen community members. Involving community members was key in creating a sense of belonging in the space, recognising members' vision and objectives for the project, identifying opportunities, and expanding on the functions of the space.

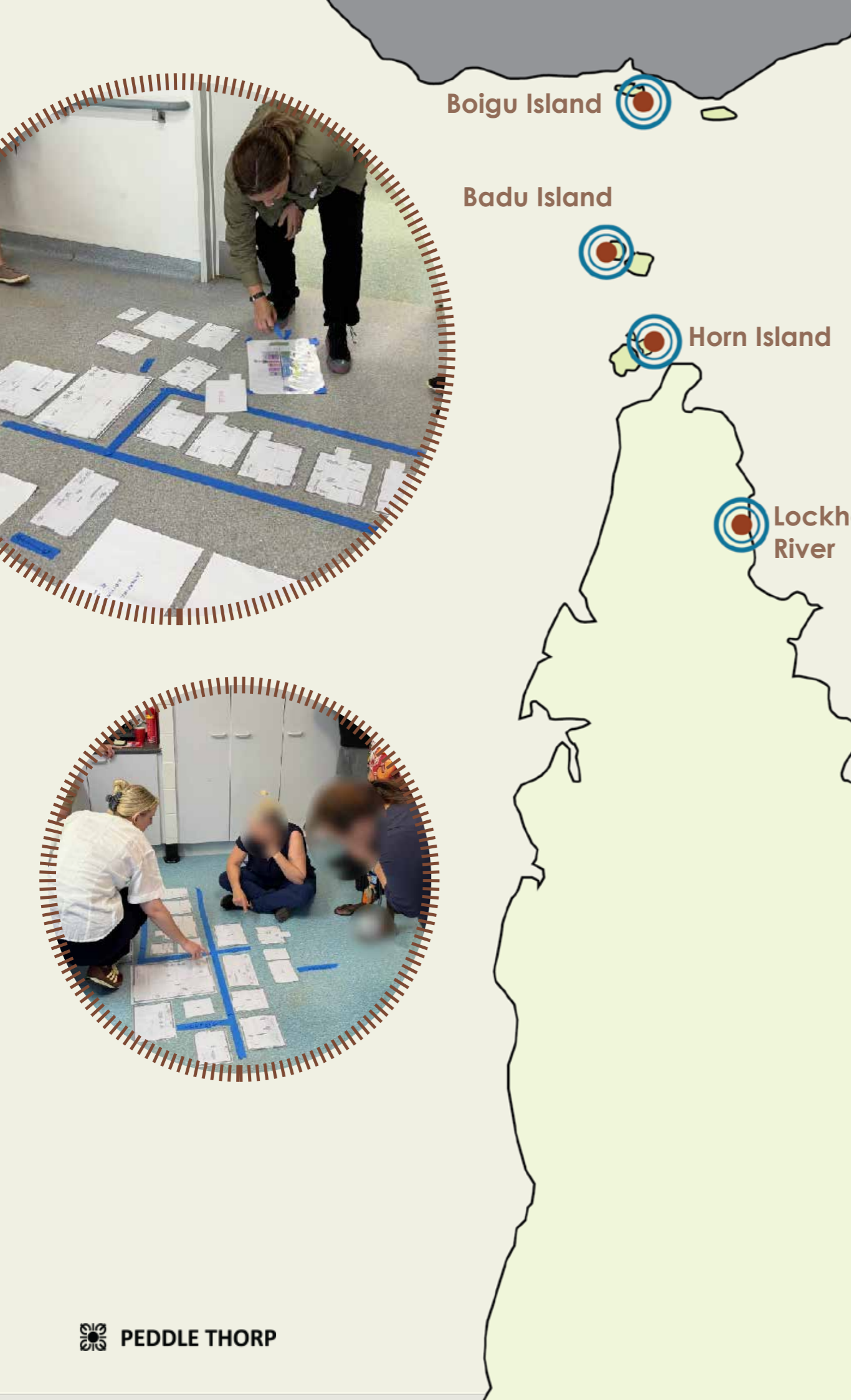
Through consultation with community members, it was understood that art is of utmost importance—art is culture, community, history, and country—and that the art centre will be a source of pride for the community. Representation of the community and its values includes the provision of art therapy in the space, connection of the art precinct with the town, activation of outdoor space such as the integration of storytelling through signage, and the use of environmentally sustainable materials.

Coen Art Precinct Master Plan

Case Study 03

In 2023, the Remote Indigenous Land and Infrastructure Program Office (RILIPO) engaged Peddle Thorp to undertake the master plan for the Coen Art Precinct. The project brief was developed with Naomi Hobson, Tim Jaffer, and Lucretia Huen, who were the key representatives of Coen Regional Aboriginal Council (CRAC). The main objective of the project was to provide an art centre to broaden opportunities for local artists in Coen, as well as to house various cultural events, music performances, and community gatherings. The space was also designed to be a hub for artists where they can work, display, and sell their artworks.





Rural and Remote Health Programs

Case Study 04

Peddle Thorp have been engaged by the Queensland Department of Health to deliver 5 primary health care facilities in Cape York and the Torres Strait Islands under the Building Rural and Remote Health Program. Central to this, is a government commitment to co-design side by side with the Aboriginal and Torres Strait Islander communities of each of these facilities. Peddle Thorp, as the principal consultant, has been at the intersection of this co-design approach, between Queensland Health, the communities at each location and local Clinic staff.

To date, this engagement has included clinic consultants for all 5 sites - Boigu Island, Badu Island, Ngurupai Island, Lockhart River & Laura. These have been followed by community consultation sessions at Boigu and Badu, with the focus being on providing a forum for community feedback. A key consideration from Badu was the role of the primary healthcare centre beyond providing medical care and a desire for the centre to become a community hub and not a place that is shameful to visit.

Currently in the early stages of community engagement and concept design, Peddle Thorp's role going forward will be critical to the involvement of Aboriginal and Torres Strait Islander communities in the co-design of each facility. Using the First Nations Design Framework as a base, we have begun developing a framework for engagement which encourages meaningful collaboration and respect for cultural values throughout the design process.

This approach aims to create healthcare facilities that are not only functional and efficient but also deliver on community centred outcomes.



Harry Gibbs Commonwealth Law Courts,
Brisbane, Meanjin,
Peddle Thorp & Australian Construction Services

OUR ACTION

From Peddle Thorp's perspective, engaging with First Nations representatives in Brisbane is about fostering respectful, collaborative, and culturally attuned partnerships. This approach not only enriches the design process but also ensures that architectural projects serve and honour First Nations communities, creating spaces that are both functional and meaningful.

RELATIONSHIPS



To create a positive material impact, we must forge meaningful relationships with Aboriginal and Torres Strait Islander peoples, communities, and businesses. Building these relationships is key in enriching our work culture and our understanding of Aboriginal and Torres Strait Islander peoples' stories and material reality. Furthermore, it informs the work that we are doing, as it is largely connected to the land and Country.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Jan 2026, Jan 2027	Senior Executive, Architect
	• New project startups to include an Engagement Plan to establish and identify relevant relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Nov 2025	Senior Executive, Architect
2. Build relationships through celebrating National Reconciliation Week (NRW) and promote cultural competency.	• Circulate Reconciliation Australia's NRW resources, reconciliation materials and events calendar to Peddle Thorp staff.	27 May–3 June, [2026–2027]	Architectural Graduate, Interior Designer
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June, [2026–2027]	Senior Executive, Executive
	• Peddle Thorp's RAP Working Group to attend, organise and promote to external organisations at least one NRW event each year	27 May–3 June, [2026–2027]	Interior Designer, Business Support, Architect
	• Register all our NRW events on Reconciliation Australia's NRW website.	27 May–3 June, [2026–2027]	Senior Executive, Business Support
3. Promote reconciliation through our sphere of influence	• Develop and implement a staff engagement strategy within Peddle Thorp to raise awareness of reconciliation across our workforce.	Aug 2025	Senior Executive, Architect
	• Communicate Peddle Thorp's commitment to reconciliation publicly through our website and other social media platforms.	Oct 2025	Senior Executive, CEO

Focus area:

Enhancing our culture of sustainable design by fostering relationships with First Nations product suppliers. Early engagement with First Nations Advisory groups to focus on inclusive design decisions that benefit all parties and enhances cultural well-being.

Action	Deliverable	Timeline	Responsibility
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes during the design process of built projects.	Oct 2025	Senior Executive, Architect
	• Collaborate with RAP organisations and other like-minded organisations within the design and construction to develop innovative approaches to advance reconciliation within our industry.	Oct 2025	Project Leader, Business Support Manager
	• Acknowledge the First Nations name of the country each of the offices are working from on individual email signatures.	Nov 2025	Senior Executive, Business Support Manager
	• Seek out professional development opportunities which target knowledge building around local First Nations Custodian Groups and understanding of country to facilitate culturally sensitive design practices in our immediate location.	Oct 2025	Senior Executive, Architect
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of internal HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Feb 2026	Executive, Project Leader
	• Ensure HR policies and procedures are periodically reviewed and included in new staff onboarding, so all staff are familiar with our anti-discrimination provisions and they are kept up-to-date.	Feb 2026	Executive, Project Leader

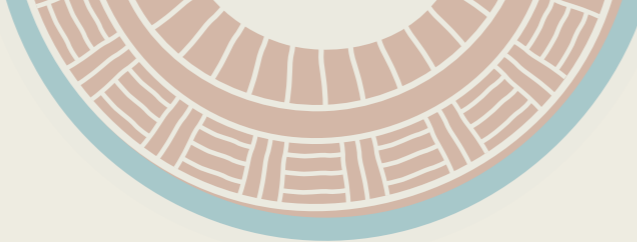
RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for Peddle Thorp. 	July 2025	Senior Executive, CEO, COO
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	Nov 2025	Senior Executive, CEO, COO
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism to foster a culture of nuance and inclusivity in their professional conduct 	Mar 2026	Senior Executive, Business Support Manager
5. Design a practical framework for engagement in community consultation, co-design and culturally sensitive design practices.	<ul style="list-style-type: none"> Develop and implement an engagement plan to establish relationships with First Nations co-design advisors. 	Feb 2026, Feb 2027	Architect, Architectural Graduate
	<ul style="list-style-type: none"> Design a base framework for engagement in community consultation, co-design and culturally sensitive design practices. 	Feb 2026, Feb 2027	Architect, Architectural Graduate
	<ul style="list-style-type: none"> Investigate academic research groups engaged in research into the intersection of First Nations peoples and architecture to establish best practice advise for First Nations engagement on construction projects 	Feb 2026, Feb 2027	Architect, Architectural Graduate
	<ul style="list-style-type: none"> Review and analyse outcomes (successful or otherwise) of previous co-design opportunities 	Feb 2026, Feb 2027	Architect, Architectural Graduate



State Library of Queensland,
Brisbane, Meanjin,
Peddle Thorp + Donovan Hill

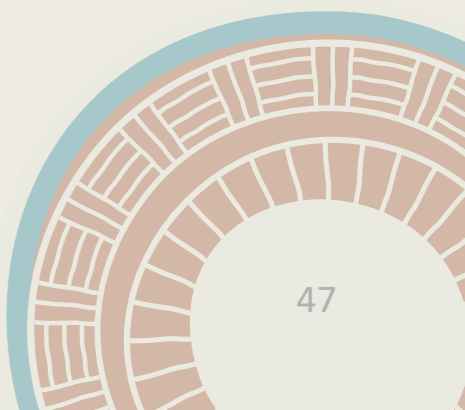
RESPECT



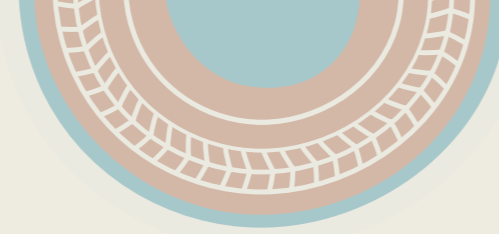
Peddle Thorp is committed to maintaining a culturally diverse and inclusive workplace. We are taking every opportunity that we can to educate ourselves in our shared history, taking priority in listening to and celebrating Aboriginal and Torres Strait Islanders peoples. We recognise First Nations peoples' connection to the land as its Traditional Custodian and place makers. As settlers living and working on Aboriginal land, we must understand and acknowledge the ongoing impact of colonisation.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Peddle Thorp to conduct a review of cultural learning needs	Oct 2025	Architectural Graduate, Interior Designer
	• Peddle Thorp RAP Working Group members to complete at least one cultural learning activity	Dec 2025	Architectural Graduate, Interior Designer
	• Peddle Thorp RAP Working Group members to consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Oct 2025	Senior Executive
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	Jan 2026	Senior Executive, Business Support
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in external cultural learning.	Jan 2026	Senior Executive
	• Develop office wide quarterly inhouse Continuous Improvement Training on topics to guide cultural awareness training including information on contemporary issues faced by Aboriginal and Torres Strait Islander peoples.	Every 3 months between July 2025– July 2027	Project Leader, Business Support

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Oct 2025, Oct 2026	Architectural Graduate, Interior Designer
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2026	Architectural Graduate, Interior Designer
	• Draft a guide to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2025	Senior Executive, Executive
	• Seek opportunities to actively advocate for a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events.	Jan 2026	Senior Executive, Executive
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Encourage participation in external NAIDOC events to all staff.	First week in July, [2025, 2026]	Business Support, Interior Designer
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, [2025, 2026]	Business Support, Interior Designer
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	First week in July, [2025, 2026]	Business Support, Senior Executive, Executive



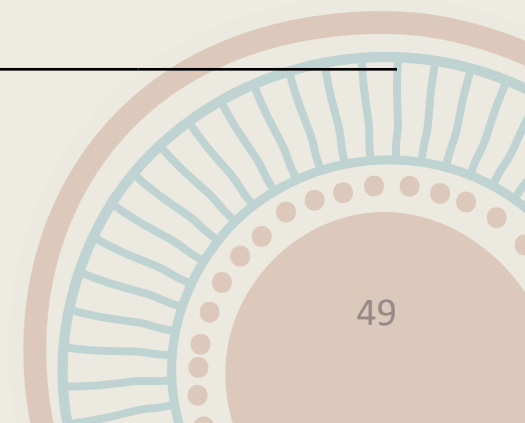
OPPORTUNITIES



Peddle Thorp is committed to being an equitable workplace, recognising the socioeconomic inequalities are embedded in our society, as well as the past Australian policies that have and continue to harm Aboriginal and Torres Strait Islander peoples. We believe that enhancing opportunities for First Nations peoples and organisations is the equitable and right thing to do. We continue to seek opportunities through which we can support economic development driven by Aboriginal and Torres Strait Islander peoples. Conversely, engaging with First Nations peoples, communities, and businesses will also enhance Peddle Thorp's working culture through their unique expertise and perspectives. We aim to enhance our culture of sustainable construction through engagement with First Nations suppliers where possible.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Develop an understanding of current Aboriginal and Torres Strait Islander employment within the architectural industry to inform future employment and professional development opportunities. 	Jan 2026	Business Support Manager, Project Leader
	<ul style="list-style-type: none"> Engage with the broader construction industry to improve recruitment of Aboriginal and Torres Strait Islander peoples into design roles. 	Nov 2025	Architect, project leader
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander recruitment and training agencies to increase awareness about opportunities in our industry 	Oct 2025	Project Leader, Architect, Interior Designer
	<ul style="list-style-type: none"> Review job vacancy advertisement format and placements to ensure any new opportunities to reach Aboriginal and Torres Strait Islander stakeholders 	Oct 2025	Business Support Manager
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barrier to Aboriginal and Torres Strait Islander participation in our workplace. 	Feb 2026	Business Support Manager, Senior Executive, COO, CEO
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	Jan 2027	Senior Executive, Project Leader

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander supplier procurement strategy. 	Jan 2026	Senior Executive, Project Leader
	<ul style="list-style-type: none"> Maintain SEDEX membership. 	July 2025, 2026	Senior Executive, CEO
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses by encouraging Aboriginal and Torres Strait Islander product suppliers to promote their product to the office. 	Aug 2025	Senior Executive, Executive
	<ul style="list-style-type: none"> Develop a database of relevant Aboriginal and Torres Strait Islander businesses of both general goods and services to the practice and building material and products that can be incorporated into projects. 	Nov 2025	Architects and Interior Designer
	<ul style="list-style-type: none"> Develop specification strategies to encourage contractors to use First Nations products in projects where practical 	Oct 2025	Senior Executive, Architect and Interior Designer
	<ul style="list-style-type: none"> Review standard specification text to ensure there is no language that may preclude the use of a First Nations supplied product 	April 2026	Architect, Interior Designer
11. Develop employment opportunities within our practice and industry for First Nations Peoples by establishing First Nations high school and University student mentorship programs	<ul style="list-style-type: none"> Build an understanding of existing programs that encourage First Nations engagement and education in the Architectural industry. 	April 2026	Architects and Interior Designer
	<ul style="list-style-type: none"> Identify local schools to offer work experience opportunities at Brisbane, Cairns and Townsville offices for First Nations students 	June 2026	Architects and Interior Designer
	<ul style="list-style-type: none"> Peddle Thorp staff to promote career opportunities to local schools with First Nations students at "career day" like events. These events can be coordinated with other industry groups such as NWIC. 	Oct 2026	Business Support, Interior designer, Architect





The governance structure of Peddle Thorp's Innovate Reconciliation Action Plan (RAP) centers on the Reconciliation Working Group (RWG), which includes diverse representatives from all organisational levels. The structure ensures leadership engagement, defines clear roles and responsibilities, and schedules regular meetings to review progress and address challenges. Stakeholder involvement, including advice from external First Nations consultant, is integral to the process. A system for monitoring, evaluation, and reporting, along with continuous improvement practices and training opportunities, supports the effective implementation and enhancement of our RAP. This approach aims to foster accountability and create a positive impact on our engagement with First Nations communities and relationships.

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Bi-monthly between Oct 2025– Oct 2026	Senior Executive
	• Establish and apply a Terms of Reference for the RWG.	April 2026	Senior Executive, Architect, CEO
	• Meet at least four times per year to drive and monitor RAP implementation.	Every 3 months between July 2025– July 2027	Senior Executive, Architect, CEO
13. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	July 2025, July 2026	Senior Executive, CEO
	• Develop governance framework for the RWG	April 2026	Senior Executive
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	Nov 2025	Senior Executive, Executive, CEO
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	April 2026/2027; Sept 2025/2026	Architectural Graduate, Interior Designer, Senior Executive
	• Create budget + program for RAP commitments	June 2026/ 2027	Senior Executive
	• Utilise the HUB, for staff to share and access information, relationships and project information	April 2026/2027	Architect, Interior Designer
	• Appoint and maintain an internal RAP Champion from senior management.	Oct 2025	Senior Executive

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• 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.	July 2025/2026	Senior Executive
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August 2025/2026	Senior Executive
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2025/2026	Senior Executive
	• Report RAP progress to all staff and senior leaders quarterly.	Feb, June, Oct 2025/2026	Senior Executive
	• Publicly report our RAP achievements, challenges and learnings, annually via Peddle Thorp's social media channels	Oct 2025, April, Oct 2026, April 2027	Business Support, Architect, Interior Designer
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2028	Senior Executive
	• Stay informed about issues related to reconciliation with the public and government actions in Australia.	Oct 2025, Oct 2026	Architect, Interior Designer
15. Continue our reconciliation journey by developing our next RAP.	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2027	Architect, Interior Designer
	• Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2027	Senior Executive



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PEDDLE THORP