

Reconciliation Action Plan

Reflect Stage

March 2025 — June 2026

GRAY
PUKSAND



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Gray Puksand acknowledges the Aboriginal and Torres Strait Islander peoples’ of this nation as the traditional custodians of the lands on which we live and work.

We pay our respects to Elders past and present.

Gray Puksand is committed to honouring Aboriginal and Torres Strait Islander Peoples’ unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

A message from...

Reconciliation Australia

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

Gray Puksand joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.



Karen Mundine

Chief Executive Officer
Reconciliation Australia

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 Gray Puksand 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 Gray Puksand, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Gray Puksand

At Gray Puksand we recognise that architecture and design play a powerful role in shaping communities and cultural narratives. As architects and designers, we have a responsibility to create spaces that not only reflect our shared history but also honour and embed the knowledge, stories, and traditions of Aboriginal and Torres Strait Islander peoples.

Our Reflect Reconciliation Action Plan (RAP) is a commitment to living our values of People First and Collective Intelligence resulting in meaningful engagement, collaboration, and respect and ultimately design.

Through our work, we seek to design with Country, listening, learning, and integrating the values of Aboriginal and Torres Strait Islander peoples' perspectives into the built environment. The spaces that we design should create environments that foster connection, inclusion, and cultural identity, ensuring our projects contribute to a future that acknowledges and celebrates the world's oldest living cultures.

We are proud of the steps we have taken so far, but we know that reconciliation is an ongoing journey.



Nik Tabain

National Managing Partner
Gray Puksand

This Reflect RAP strengthens our dedication to working alongside Aboriginal and Torres Strait Islander communities, embedding cultural understanding in our practice, and ensuring our designs contribute to a more equitable and respectful future.

We encourage our team to be guided by our values in ensuring commitment to reconciliation and request our clients and business partners walk with us in this journey, ensuring that every project we deliver is a step toward a built environment that truly reflects the depth and richness of our world's oldest living cultures.

Our Business

Reflect Reconciliation Action Plan March 2025—June 2026

Comprising four studios located in Brisbane, Canberra, Melbourne and Sydney, Gray Puksand is an Architectural and Interior Design practice servicing a cross section of both clients and sectors across Australia, including government, education, health, commercial, workspace and developers.

Gray Puksand, together with its Diversity, Equity + Inclusion committee, envision a future where reconciliation is woven into the very fabric of the way we work, our designs, our studios and our people. Our studios are a place that celebrates diversity in all forms and shapes, not only our internal culture, but also shaping our physical spaces and that of our clients. Our hope that, upon embarking on our Reflect Reconciliation Action Plan we can create meaningful change within our circle of influence.

We employ approximately 130 employees across Australia, and while none of our current team members identify as Aboriginal or Torres Strait Islander, we acknowledge the importance of deepening our understanding of Aboriginal and Torres Strait Islander histories, perspectives, and ways of being.

Our team holds a true desire to better understand Aboriginal and Torres Strait Islander 'histories,' 'perspectives,' and 'ways of being' to not only strengthen our understanding of Aboriginal and Torres Strait Islander Peoples and making a more inclusive workplace, but to work with and use that accumulation of knowledge to influence outcomes within our circle of influence with our clients, namely our built environments.

Our Values

At Gray Puksand, we place people first, we build on knowledge, we lead through design and we deliver real change.

We're proud to make a meaningful contribution. It's been a hallmark of our practice for over 30 years, and it's our legacy.

- 01 People First
We place people first.
- 02 Collective Intelligence
We build on knowledge.
- 03 Leading Design
We lead through design.
- 04 Inspiring Outcomes
We deliver real change.

Our RAP

Championed by Amanda Fyfe Lead Partner (ACT) and supported by our Diversity, Equity + Inclusion Committee reconciliation is seen by Gray Puksand as an ongoing shared journey of healing, recognising our past, a process of renewal and for everyone to move together, hand-in-hand.

At Gray Puksand, we acknowledge the Aboriginal and Torres Strait Islander peoples' stewardship of the world's oldest continuous living cultures. We recognise and respect the diverse identities and continuing connection to culture, community, land, sea and sky. We acknowledge the ownership of Traditional Owners of Country throughout our nation and that sovereignty was never ceded.

Until commencing engagement on our Reflect Reconciliation Action Plan, Gray Puksand has had a reasonably limited reconciliation journey. Primary activities undertaken have included some cultural training, observation of important Aboriginal and Torres Strait Islander peoples' reflection periods such as NAIDOC and National Reconciliation Week and employment programs of training Aboriginal and Torres Strait Islander architectural and design students.

We recognise our ability to influence our physical community as our primary sphere of influence our vision for reconciliation is to shape places together, with shared respect, Storytelling reflection and ongoing learning and collective intelligence, in unity and with integrity by listening and learning from the continuing wisdom of Aboriginal and Torres Strait Islander peoples.

We recognise that we are on a continuous journey and commit to extend and align our core values along with our vision for reconciliation to bring change within our organisation culture, partnerships, collaborations, communities, and through participation in industry initiatives.

As leaders in architecture and design across various lands, throughout Australia, we acknowledge our responsibility to recognise Country, Elders and Traditional Custodians of this vast land, sea and sky. We wish to fulfil our responsibility by listening to, learning from, and being guided by them, connecting with Country by valuing, respecting and caring for the Country that our buildings become a part of.

At Gray Puksand we are designers and architects with diverse backgrounds; we foster equity and inclusion across cultures and gender within our organisation. Being community focused we strive for advocacy and outcomes for the built landscape that are guided by our core values of placing 'People First' in every decision, harnessing 'Collective Intelligence' to navigate challenges, 'Leading Through Design' to shape innovative and culturally sensitive safe spaces, and 'Inspiring Outcomes with Integrity'.

Through our values we commit to the actions that will empower to build meaningful relationships, mutual respect and improve opportunities for Aboriginal and Torres Strait Islander peoples and communities.



— Canberra Institute of Technology, Ngunnawal (Canberra)



— Kitjarra The Gordon Institute, Wadwurrung (Geelong)

About the Artwork



— Emma Bamblett +
Megan Van Den berg



Galyna Woka (Beautiful Land — Yorta Yorta) by Kinya Lerrk

Gray Puksand's Reconciliation Action Plan artwork has been created by Kinya Lerrk (Wemba Wemba for 'women coming together') which is a collaboration of Aboriginal visual artists Emma Bamblett (Wemba Wemba, Gunjdijtmara, Ngadjoni and Taungurong) and Megan Van Den berg (Dja Dja Wurrung, Yorta Yorta, Taungurung and Boon Wurrung).

Artwork Description

The artwork titled Galyna Woka meaning Beautiful Land in Yorta Yorta depicts Gray Puksand's reflections, learning and celebration of their journey towards reconciliation.

The right top corner shows figures standing strong and proud. These figures represent Elders and their role as Custodians, knowledge holders and their sharing manner. Around them are symbols of connections which are depicted by light blue circles connected by curved lines.

Above in the green space are circles with continuous lines. These represent the many shared creation stories of significant sites, places and meanings of Country shared.

The left side of the artwork depicts buildings standing tall with design elements represented by symbols. Each building represents a different Country and Land where Gray Puksand is located across Meanjin, Narm, Gadigal and Ngunnawal.

The line work and symbols within the buildings represents the role of design and architecture across the four sites. In the middle section of the lime green area with blue circles and surrounding smaller dots represents the collective intelligence that Gray Puksand brings. These are different shapes and sizes to represents the many different roles and unique designs.

Below the buildings in the burnt orange section are hill formations with stones on top. These hills represents the respect, guidance and knowledge passed on from custodians of the land where Gray Puksand have connections and relationships. The people standing strong below represent Gray Puksand staff and their contribution and willingness to learn and be part of opportunities to celebrate Aboriginal Culture. The weave circles between them are the Gray Puksand values that are weaved throughout the staff and the company.

To the bottom right of the artwork, there is a green stream representing water. This element brings connection to land and its reflection in Gray Puksand designs. The hill formations below the stream of water represents the many different sectors that Gray Puksand works in: Health + Science, Education, Workspace and Commercial. Each have a unique purpose and sense of community.



Our Design Process

At Gray Puksand, we are committed to ongoing partnerships with Traditional Custodians of the lands on which we work. Through continual consultation and collaboration, we place cultural integrity and meaning at the core of our design solutions.



Our design process enables us to work closely with local Aboriginal and Torres Strait Islander communities to understand the unique history, culture, and social dynamics of each site. By actively listening and integrating diverse perspectives, we ensure our designs are shaped by meaningful engagement. This includes multi-layered ways of engaging, from workshops with Elders, to creative collaborations with artists and educators. This consultation helps embed wellbeing and cultural integrity authentically from the very beginning.

We actively foster long-term relationships grounded in trust and respect, with each project serving both as a reflection of shared narratives and as a foundation for ongoing connection between clients and local Aboriginal and Torres Strait Islander communities.

For our clients, this approach fosters a deeper understanding of the land on which their project is situated, offering meaningful opportunities for engagement and learning throughout the process.

Our recent collaborations include:

- Medibank, Narm (Melbourne) VIC**
Uncle Dave, Wurundjeri
Woi-wurrung Elder
- Royal Melbourne Hospital Futures, Narm (Melbourne) VIC**
Dixon Pattern, Gunnai and Yorta
Yorta, Bayila Creative
- Kitjarra Centre, The Gordon Institute, Wadawurrung (Geelong) VIC**
 - Community Elder Aunty May
 - Wathaurong Aboriginal Co-operative representative, Koorie
 - Education Coordinator, Bowen
 - DET representatives from the Geelong Nyarm-gakgo mangkie Program

— Medibank, Narm (Melbourne)



- 60 Station Street, Gadigal (Sydney) NSW**
Didyurigura (Leanne Watson Redpath)
Darug Educator and Artist
- Dakabin Youth Hub, Gubbi Gubbi (Brisbane) QLD**
Aunty Christine, Gubbi Gubbi
Elder and cultural educator
- Canberra Institute of Technology, Ngunnawal (Canberra) ACT**
 - Yerrabingin
 - Ngunnawal Elders
- TAFE Meadowbank Multi -Trades and Digital Technology Hub, Wallumatta (Sydney) NSW**
Aboriginal Cultural Heritage Assessment
with five Aboriginal community groups
- Department of Communities and Justice, Wangal (Ashfield) NSW**
Darren Charwood, Boomalli
Aboriginal Artists Co-operative
- Monaro High School NSW**
Uncle JD (Uncle Jandemarra Wall), a
community Elder in the Monaro region.

Our Partnerships + Current Activities



At Gray Puksand we have undertaken numerous projects in collaboration with Aboriginal and Torres Strait Islander peoples, gaining valuable insights and learning from their knowledge and experience — through our Reflect RAP we hope to deepen our teams' understanding of reconciliation, share our commitment to the wider community, and strengthen important cultural partnerships.

Gray Puksand is proud to champion active partnerships and a diverse project portfolio that places Aboriginal and Torres Strait Islander engagement at the centre of our design process. Across Australia, we have collaborated with community Elders, artists, educators, and suppliers, to meaningfully reflect Aboriginal and Torres Strait Islander histories, cultures, and aspirations in our work.

Our commitment is demonstrated through a wide variety of projects including the recently completed Canberra Institute of Technology (CIT). We worked with Yerrabingin, to apply their designing with Country practice Wanganni Dhayar, bringing together Aboriginal and Torres Strait Island peoples' communities and built environment professionals to guide a Country centred approach.

The collaboration informed spatial strategies, cultural references and materials used across the public realm and interior design. At Medibank and Greater Shepparton Secondary College our collaborative approach has helped cultivate genuine connections and embed meaningful storytelling within the built environment.

Our engagement with Bayila Creative on the Royal Melbourne Hospital Futures project saw cultural narratives thoughtfully woven into the design to promote well-being and inclusion. At the Kitjarra Centre and The Gordon TAFE Geelong, our close partnership with Elder Aunty May and the Wathaurong Aboriginal Co-operative resulted in the authentic integration of local knowledge and the advancement of community-driven educational goals.

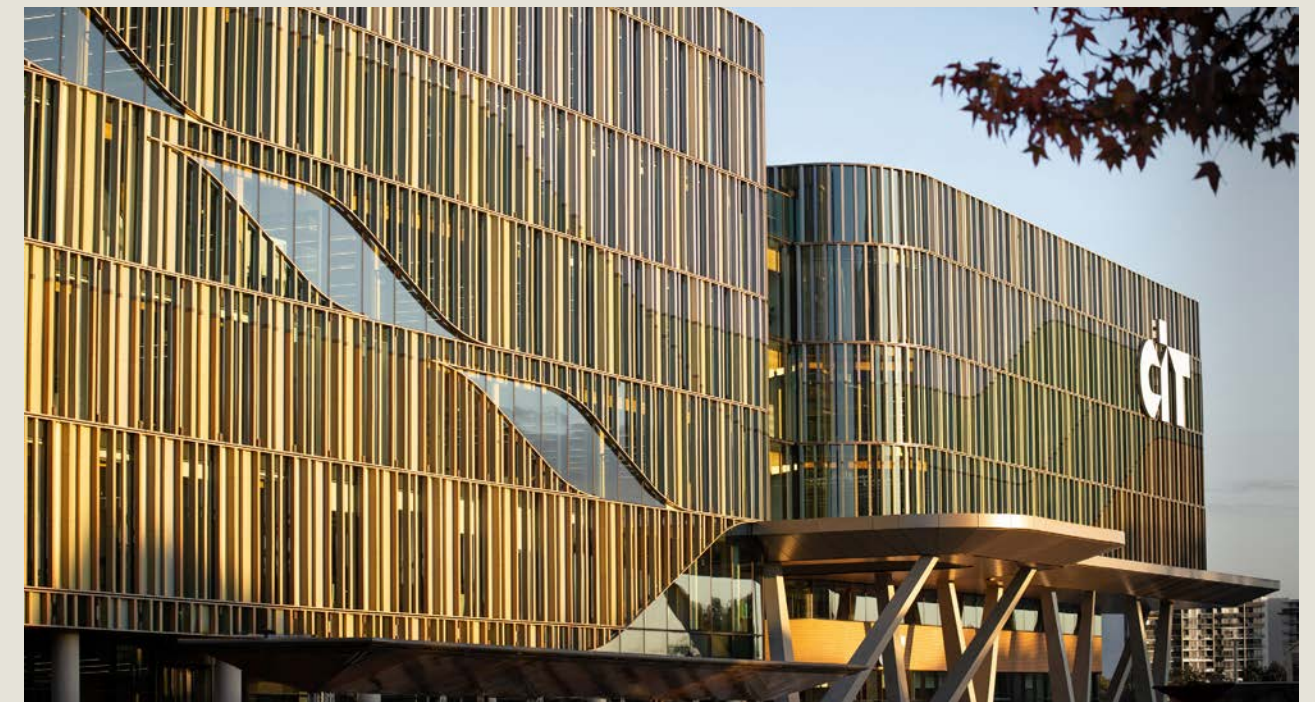
The successful design of the Dakabin Youth Hub resulted from our ongoing collaboration with Aunty Christine, a respected Gubbi Gubbi Elder and cultural educator. This engagement significantly deepened our understanding of local identity and strengthened the project's connection to Country, ensuring the space truly reflects the aspirations of the local community.

Finally, at 60 Station Street in Sydney, our partnership with Darug educator and artist Didyurigura (Leanne Watson Redpath) created opportunities for rich storytelling in the public realm, enhancing community engagement and cultural visibility.

These partnerships have not only enriched our projects, but have also set new benchmarks for cultural engagement, learning, and lasting relationships between our clients, communities, and Country.

These project partnerships are further supported with dedicated pathways for Aboriginal and Torres Strait Islander participation in design through work experience programs, supplier diversity and education of our team. These efforts continue to evolve, guided by deep listening, shared learning, and an enduring commitment to respectful relationships with Aboriginal and Torres Strait Islander communities.

— Canberra Institute of Technology, Ngunnawal (Canberra)



Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June 2025	DE+I First Nations Pillar Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	DE+I First Nations Pillar Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	P+C Manager
	RAP Working Group members to participate in an external NRW event.	September 2025	P+C Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	June 2025	DE+I First Nations Pillar Lead
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	March 2025	DE+I First Nations Pillar Lead
	Identify external stakeholders that Gray Puksand can engage with on our reconciliation journey	April 2025	DE+I First Nations Pillar Lead
	Identify RAP and other like minded organisations that we could approach on our reconciliation journey.	May 2025	DE+I First Nations Pillar Lead
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2025	DE+I First Nations Pillar Lead
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	June 2025	P+C Manager

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.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2025	P+C Manager
	Conduct a review of cultural learning needs within our organisation.	December 2025	P+C Manager
	First Nations Pillar lead and working group members to participate in cultural awareness training	December 2025	P+C Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2025	DE+I First Nations Pillar Lead
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	December 2025	DE+I First Nations Pillar Lead
	Acknowledgment of Country at the opening of significant meetings (board meetings, National and Studio Ingage), significant client presentations, on our website, email footers and other significant collaterals.	June 2025	DE+I First Nations Pillar Lead
	Conduct review of current activities alongside Aboriginal and Torres Strait Islander peoples to ensure our activities meet cultural protocols at our Respect phase of our RAP.	June 2025	DE+I First Nations Pillar Lead
	Allow team member decision around participation on Australia day as a public holiday using their increased knowledge of Aboriginal and Torres Strait Islander history.	June 2025	General Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	P+C Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	First Week in July 2025	DE+I First Nations Pillar Lead
	RAP Working Group to participate in an external NAIDOC Week event.	First Week in July 2025	DE+I First Nations Pillar Lead

Opportunities



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2025	P+C Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2025	P+C Manager
	Provide mentorship and pathways to Aboriginal and Torres Strait Islander youth who aspire to enter the built and design industry via engagement of local Aboriginal and Torres Strait Islander ASBA student at our Canberra Studio to support them in their professional journey	June 2025	Lead Partner (ACT)
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses including endorsed supplier list.	June 2025	Finance Manager
	Develop supplier list of partnerships and collaborations with Aboriginal and Torres Strait Islander peoples to embed cultural narrative into our architectural designs	June 2025	Lead Partner (ACT)
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2025	Studio Coordinator
	Investigate Supply Nation membership.	September 2025	Studio Coordinator

Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	March 2025	DE+I First Nations Pillar Lead
	Draft a Terms of Reference for the RWG.	March 2025	DE+I First Nations Pillar Lead
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2025	DE+I First Nations Pillar Lead
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2025	General Manager
	Engage senior leaders in the delivery of RAP commitments.	May 2025	General Manager
	Appoint a senior leader to champion our RAP internally.	May 2025	General Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2025	General Manager
	Obtain board approval and endorsement of resources required to deliver RAP.	May 2025	General Manager
12. 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.	June — Annually	DE+I First Nations Pillar Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August — Annually	General Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September — Annually	General Manager
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2026	General Manager

Contact Details

Our RAP Working Group is governed by the Gray Puksand Board of Directors and is supported by our cultural advisors Emma Bampton + Megan Van Den Berg of Kinya Lerrk.



Amanda Fyfe
— Lead Partner (ACT)



Naomi Mackenzie
— General Manager



Chris Scoble
— Partner



Domonique Scotta
— People + Culture Manager



Jodie Williamson
— Executive Assistant



Anita Siiankoski
— Marketing + Bids Manager

Our Studios

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— Dakabin Youth Hub, Gubbi Gubbi (Brisbane)

GP. Designing places of integrity

