



# Leading positive, impactful, and lasting change.

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## Acknowledgement of Country

In the spirit of reconciliation, we respectfully recognise and acknowledge the Traditional Custodians of the lands where we live, learn and work, and their continuing and important connection to lands, waterways, and communities. We are committed to building inclusive, connected, and respectful communities that value and celebrate cultural heritage.



## A message from our Chief Executive Officer

Developing our inaugural Reconciliation Action Plan (RAP) has been a key focus for our company, and culture committee, underscoring the dedication to our purpose of leading positive, impactful, and lasting change. We understand and deeply appreciate the importance of connections with culture, the land and the community. Our RAP formalises our existing commitment to diversity and inclusion, ensuring they are not only upheld but actively promoted within our organisation. By fostering these connections and embedding them into our practices, we aim to create a more inclusive, respectful and welcoming environment for all, reflecting our core purpose and values.



**Dan Best**  
CEO, Therefor Group

## Endorsement from the Board of Directors



The Board of Directors is proud to endorse our inaugural RAP. We acknowledge our ongoing commitment to reconciliation and do not underestimate our role in implementing the actions set out. This plan represents a significant step forward in our commitment to fostering a more inclusive and respectful workplace.

We believe involving employees in the development and delivery of the RAP through knowledge sharing is crucial. By educating our team about the significance of reconciliation and the vital role they play, we ensure our efforts are comprehensive and impactful.

This RAP also strengthens our commitment to our purpose and values, enhancing the opportunity for greater connection with the culture and community.

On behalf of the Board of Directors, we thank and acknowledge the valued contributions of each and every team member in developing this plan. Together, we are *leading positive, impactful, and lasting change*.

**Andrew Crawford + Natalie Rayment**

Co-Chairs of The Board and Executive Directors



## Statement from CEO of Reconciliation Australia

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

Therefor Group joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP 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 Therefor Group 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 Therefor Group, 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



## Our Business

As a community of professionals, advocates, and trusted advisors, our commitment to leading change is purposeful, and is built upon a foundation of collective innovation, integrity, and collaboration. We know that leading positive, impactful, and lasting change helps to build strong and better-connected communities.

Our purpose is supported by our company values of People, Collaboration, Value Mindset, Leadership and Citizenship - values which drive a thriving company culture that encourages diversity and growth.

Established in 1993, Therefor Group has over 30 years of ongoing contribution to shaping the future of Queensland. Utilising our expertise, experience, and unique industry perspective, we're there for the benefit of our community, workplace, clients, and industry.

We currently employ approximately 80 staff across our three locations – Brisbane, Sunshine Coast and Gold Coast - though the geographical reach of our work includes urban, regional, and remote areas across Queensland.

While we currently have no First Nations persons employed at Therefor Group, we consider ourselves allies and this is a priority of ours. We are actively committed to diversity, equity and inclusion, and our vision is to improve and increase employment opportunities and outcomes through the development and implementation of this and future Reconciliation Action Plans (RAP) where possible.



## Our RAP Working Group

Established in 2023, our RAP Working Group (RWG) includes nine employees across the organisation representing involvement from our urban design, operations, marketing, surveying, planning, landscape architecture and environment teams. Our People + Culture Committee was integral in establishing this group, with early involvement in our reconciliation journey, highlighting a commitment to opportunity and inclusion.

### CO-Chairs



**Cassie Batten**  
Associate Director  
Strategy + Place



**Kelly Tohill**  
Operations + Marketing  
Manager



**Andrew Thurston**  
Director  
Surveying



**Amy Marsden**  
Director  
Planning



**Joel Fielding**  
Associate Director  
Planning

### Champions - Leadership

### Champions



**Toby Heap**  
Senior Planner



**Jordan Innes**  
Landscape Architect



**Shan-Ying Barr**  
Graduate Environmental  
Consultant



**Sharron Radford**  
Administration Officer

The key decision makers for our organisation are the CEO and Board of Directors. They will provide invaluable support, guidance and endorsement of actions and deliverables. Our HR team will also provide support in reviewing and developing policies and procedures, in line with relevant legislation.

Together we will share knowledge and learnings, encourage conversation and participation, and actively seek opportunities for greater diversity and inclusion in our teams, across our organisation and on our projects, by developing genuine relationships.



## Our Reconciliation Action Plan

Developing a RAP is important to us professionally and personally. We recognise the importance of learning from and respecting the rich cultures and ongoing connection to Country. This is reflected in our core values of people and citizenship. As a multidisciplinary practice working with the land and environment in our regions and cities, we see a powerful opportunity to integrate a deeper acknowledgement of First Nations peoples into the built environment itself. It is in this professional realm where we can make a real difference.

As an organisation, we are firmly committed to the successful implementation of our RAP and recognise it's more than just a document; it's a roadmap. Our established working group has clear roles and responsibilities to help guide the implementation process and we believe regular reviews are essential for accountability. By involving all employees in the implementation process, sharing the workload, measuring our achievements and identifying areas for improvement, we can ensure continuous progress.

Central to the success of our plan is open communication and collaboration with Aboriginal and Torres Strait Islander stakeholders. Their voices and perspectives are crucial in shaping the RAP and ensuring it reflects their needs and aspirations respectfully. The dedicated members of the RWG will play a key role in fostering reconciliation within Therefor Group, alongside all employees.

Our organisations focus will be multifaceted:

- **Education and Awareness:** Therefor Group will actively encourage all team members to learn, understand and respect the rich histories, cultures, and ongoing contributions of First Nations peoples.
- **Relationships and Opportunities:** We will all play a crucial role in building meaningful relationships and fostering opportunities for collaboration with and for First Nations peoples.
- **Pro-bono and Discounted Services:** Our key decision makers will oversee initiatives dedicated to providing pro-bono or reduced-cost services to organisations that benefit First Nations communities.
- **Early Engagement:** A critical aspect will be ensuring early engagement with Traditional Owners in the planning stages of any project that could impact their land or cultural heritage

Therefor Group acknowledges the current lack of First Nations peoples within our organisation, and we are actively committed to addressing this by:

- **Improving Employment Outcomes:** We will seek to implement strategies to increase employment opportunities for First Nations peoples
- **Partnership Focus:** We will actively seek to expand partnerships and collaborations with First Nations organisations throughout the duration of this and future RAPs.

By taking these comprehensive steps, we aim to ensure our RAP becomes a catalyst for meaningful change and genuine reconciliation, not just on paper, but in our everyday practices.



## Partnerships + Activities

While we currently have limited specific partnerships with First Nations businesses and organisations and acknowledge we have a long way to go, we continue to look for opportunities to collaborate as part of our practice - on our projects, in our advocacy work and within our offices. We have been working with Aboriginal design studio, Blacklash, on the Cairns Towards2050 project, and have previously worked with the Johnathan Thurston Academy. We look forward to further collaborations and participation moving forward.

Since embarking on the journey of developing our first RAP, we have been actively involved in various initiatives to strengthen our engagement with Aboriginal and Torres Strait Islander communities. Therefor Group has engaged with relevant industry

bodies and participated in webinars, masterclasses, and other events aimed at advancing reconciliation efforts. These activities have been instrumental in reinforcing our dedication to integrating Aboriginal and Torres Strait Islander peoples' perspectives into our practices.

One significant event was the Two-Way Planning, Design, and Place Master Class we hosted in February 2024. Led by Carol Vale and Michelle Howard, of Murawin and Collaborations respectively, this session integrated Aboriginal and Torres Strait Islander and non-Indigenous perspectives in planning and design, emphasising cultural inclusivity and mutual respect. Their expertise has profoundly influenced our approach, placing a strong emphasis on cultural sensitivity and collaborative practices.





During National Reconciliation Week, we host lunchtime screenings. In 2024 we explored the themes of Acknowledgement, the 1967 referendum, and reflections on the Stolen Generations. These discussions encouraged empathy and awareness within our organisation, aligning with our commitment to understanding and fostering positive change. We also attended the walking breakfast and panel luncheon, hosted by Birrungga Gallery - a unique First Nations gallery and native foods catering service in Meanjin.

We actively participate in NAIDOC Week annually, this year attending an event hosted by Birrungga Gallery, showcasing First Nations art and culture, further enriching our understanding and appreciation of all Aboriginal and Torres Strait Islander histories.

As a company we include an Acknowledgement of Country in our brand messaging across email, print, social media and web, and encourage our staff to include this at the start of significant project / milestone meetings they lead.

Although we are aware these activities represent only a small step to a big change, we believe these initiatives reflect Therefor Group's ongoing commitment to reconciliation, cultural inclusivity, and collaborative partnerships with Aboriginal and Torres Strait Islander peoples. Through education, dialogue, and meaningful engagement, we continue to strive for positive social impact and equity for all.



# RELATIONSHIPS

Action + Deliverables	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>		
Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2025	RWG Co-Chairs
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2025	Senior Planner + Administration Officer
<b>2. Build relationships through celebrating National Reconciliation Week.</b>		
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April + May 2025	Administration Officer + Graduate Environmental Consultant
RAP Working Group members to participate in an external NRW event.	May + June 2025	RWG Co-Chair, Director + Landscape Architect
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May + June 2025	RWG Co-Chairs
<b>3. Promote reconciliation through our sphere of influence.</b>		
Communicate our commitment to reconciliation to all staff.	April 2025	RWG Co-Chairs
Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2025	Director + Associate Director
Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	May 2025	Administration Officer
<b>4. Promote positive race relations through anti-discrimination strategies.</b>		
Research best practice and policies in areas of race relations and anti-discrimination.	June 2025	Operations Manager + HR
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2025	Operations Manager + HR



# RESPECT

Action + Deliverables	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>		
Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2025	Director + CEO
Conduct a review of cultural learning needs within our organisation.	July 2025	Operations Manager + HR
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>		
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2025	Administration Officer
Review staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2025	Operations Manager + Landscape Architect
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>		
Maintain awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Landscape Architect
Educate our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Graduate Environmental Consultant
RAP Working Group to participate in an external NAIDOC Week event.	July 2025	RWG Co-Chair, Associate Director + Senior Planner

## OPPORTUNITIES

Action + Deliverables	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>		
Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2025	Operations Manager, Associate Director + HR
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2025	Associate Director + HR
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>		
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2025	Landscape Architect + Administration Officer
Investigate Supply Nation membership.	May 2025	Senior Planner



# GOVERNANCE

Action + Deliverables	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP</b>		
Continue to maintain a RWG to govern RAP implementation and review members annually.	January 2026	RWG Co-Chairs + Associate Director
Review annually our Terms of Reference for the RWG.	January 2026	Associate Director
Establish Aboriginal and Torres Strait Islander representation on the RWG.	October 2026	RWG + HR
<b>11. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>		
Review resource needs for RAP implementation.	January 2026	RWG Co-Chairs + Associate Director
Engage senior leaders in the delivery of RAP commitments.	March, June, September, December 2025	Operations Manager + Director
Annual review of the appointed senior leaders to champion our RAP internally.	January 2026	RWG Co-Chairs
Review appropriate systems and capability to track, measure and report on RAP commitments.	January 2026	Operations Manager
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>		
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 2025	Administrative Officer
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025	Administrative Officer
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025	RWG Co-Chairs
<b>13. Continue our reconciliation journey by developing our next RAP.</b>		
Register via Reconciliation Australia's website to begin developing our next RAP.	October 2026	RWG Co-Chairs

### *The Change Leaders*

Therefor Group is dedicated to enhancing the potential of place by understanding who it's for.

When you need that broader perspective;

When you need more than a bottom line;

When you need a commitment to leading positive change;

*We're there.*

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