



Reconciliation Action Plan

April 2025 - April 2027





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Our vision for reconciliation

Reconciliation plays an important role in the work we do at Green Building Council of Australia (GBCA).

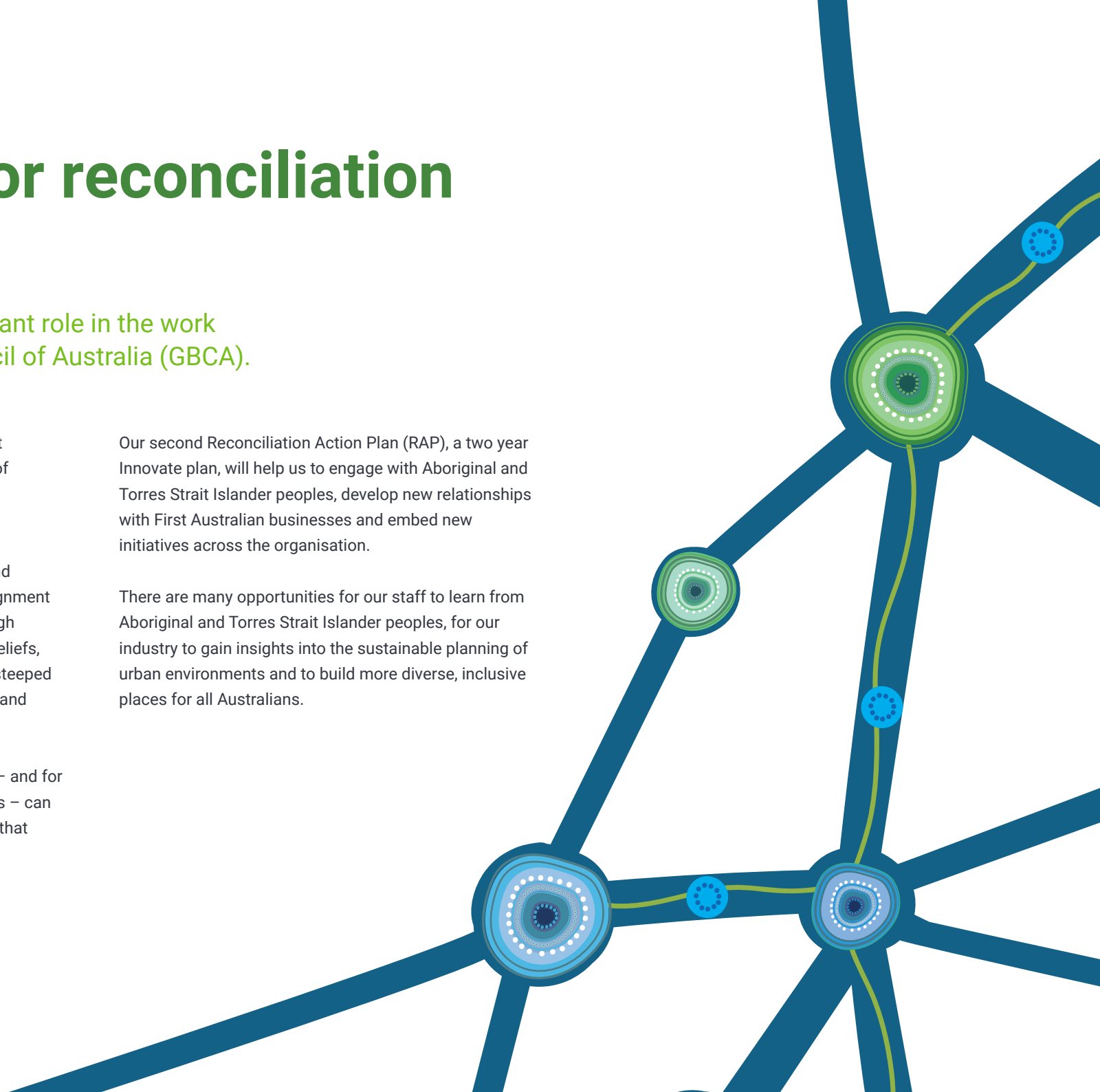
Our vision is for a sustainable built environment that is inclusive and respects the rich cultures of First Australians.

We recognise that we have much to learn from Aboriginal and Torres Strait Islander peoples and their connection to Country. There is a clear alignment between sustainable development driven through the Green Star rating system, and the cultural beliefs, teachings and inherent connection to the land steeped in the history and day-to-day lives of Aboriginal and Torres Strait Islander peoples.

We also recognise that our vision for Australia – and for liveable and sustainable communities and cities – can only be realised if we build an inclusive society that respects the rich cultures of First Australians.

Our second Reconciliation Action Plan (RAP), a two year Innovate plan, will help us to engage with Aboriginal and Torres Strait Islander peoples, develop new relationships with First Australian businesses and embed new initiatives across the organisation.

There are many opportunities for our staff to learn from Aboriginal and Torres Strait Islander peoples, for our industry to gain insights into the sustainable planning of urban environments and to build more diverse, inclusive places for all Australians.



A message from Reconciliation Australia

Reconciliation Australia commends Green Building Council of Australia 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 Green Building Council of Australia 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, Green Building Council of Australia 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. Green Building Council of Australia 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 Green Building Council of Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

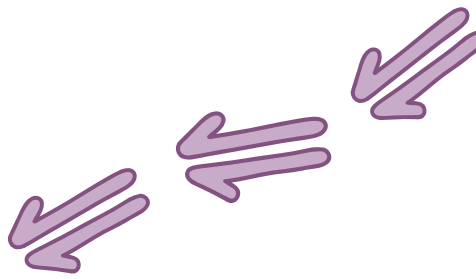
Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Green Building Council of Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our RAP artwork



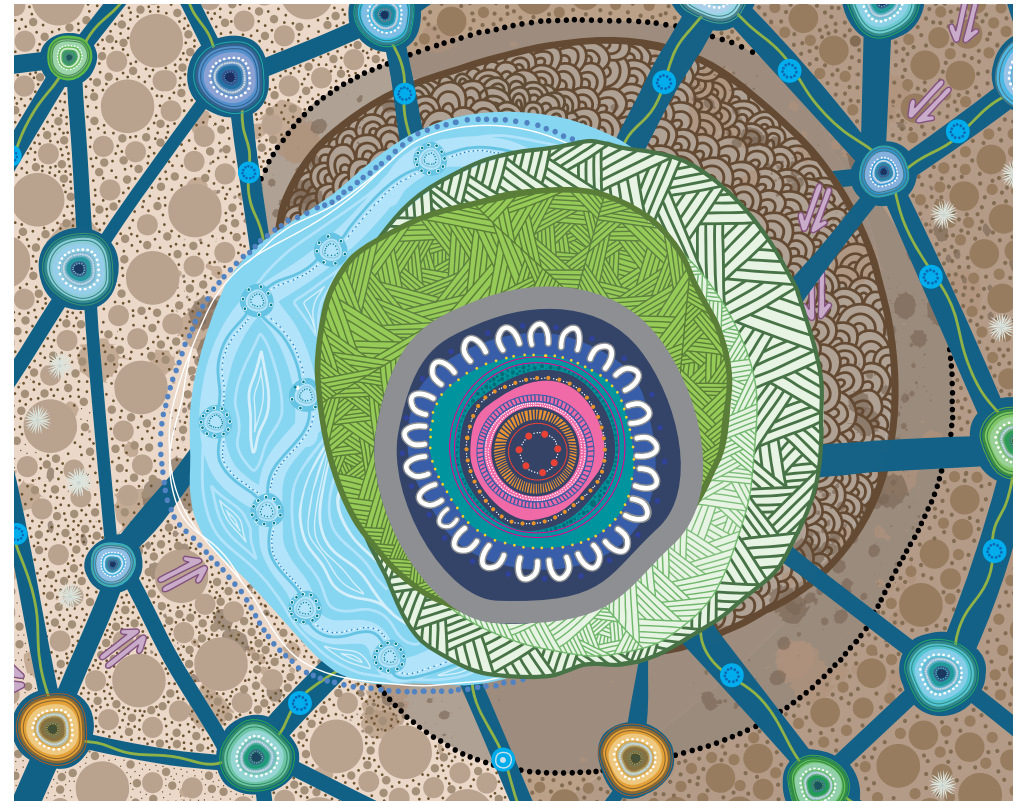
Nangamay (Dream) explores the intricate relationship between the built environment and the natural world, emphasising their dynamic interconnection.

It highlights the balance between urban development and the environment, showing that these forces are not separate but continuously shaping and influencing each other. At the heart of the composition is a large circular meeting space, symbolising Green Building Council of Australia (GBCA) and its role in fostering collaboration and leadership in sustainable building practices.

Radiating out from this central hub are pathways that represent the interconnectedness of various projects and initiatives supported by the GBCA. These paths cross diverse landscapes, ecosystems, and waterways, underscoring the importance of considering the specific environmental context of each project. The artwork conveys that sustainability is a collective journey, requiring thoughtful, adaptive design practices that work in harmony with the environment to create a sustainable future.

Daniel Apps

Daniel Apps is a Darug Boorooberongal, Australian artist and designer whose talent was nurtured from a young age. Growing up in the bush on Dharawal country west of Jervis Bay, Daniel's journey of exploration in photography, design and mixed media began. This desire to create unique and vibrant artwork has seen Daniel's art succeed from a young age. He excelled in creative subjects through high school and went on to study communication design where he refined his skills in digital design.





Our business

Established in 2002, we are a not-for-profit organisation that leads the sustainable transformation of the built environment. We rate the sustainability of buildings, fitouts and communities through Australia's largest national, voluntary, holistic rating system – Green Star.

We educate industry, government practitioners and decision-makers, and promote green building programs, technologies, design practices and operations. We advocate policies and programs that support our vision and purpose. We collaborate with our industry partners and over 650 member companies that operate nationally and cover the property spectrum from ASX listed leaders, to small-to-medium enterprises, to government and academia.

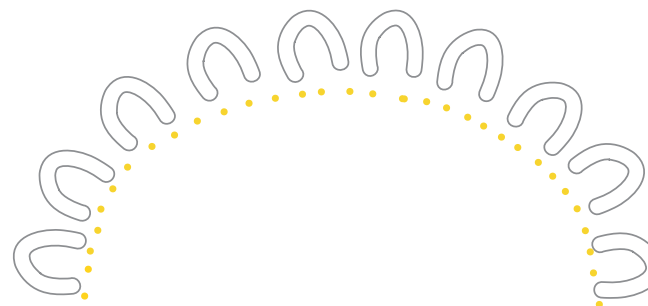
GBCA is an Australian based organisation operating both nationally across Australia and with strong international partnerships through the World Green Building Council Network. GBCA currently employs approximately 60 people, which has grown over the past five years from 45 people.

Whilst GBCA has previously employed staff who identify as Aboriginal and Torres Strait Islander people, we have not yet formally collected this information for our current team. As part of the Innovate RAP, this will be asked in GBCA staff surveys going forward.

GBCA focuses on promoting sustainable building practices in Australia through our Green Star rating system, our advocacy work and our education program. Our sphere of influence includes the Australian building and construction industry, and all levels of government.

Individual internal stakeholders include GBCA staff, GBCA board members, Green Star Certified Assessors and industry technical experts. External stakeholders include GBCA member and partner organisations, Green Star project teams, the property sector, governments, industry and peak bodies. The sphere of influence also expands internationally to other global Green Building Councils around the world.

GBCA's head office is on Gadigal land in Sydney, with a smaller office on Wurundjeri Woi Wurrung land in Melbourne, and a few regional staff who work remotely from Ngannawal land in Canberra and Yugambeh land on the Gold Coast. However, GBCA staff travel to engage with member organisations and Green Star projects across the country.



Our RAP

After completing a Reflect RAP in 2017, we have chosen to undertake a two year Innovate RAP. This will help us learn more about engagement with Aboriginal and Torres Strait Islander people, develop new relationships within the Aboriginal and Torres Strait Islander communities and embed new initiatives across the organisation to support our RAP.

Building on our Reflect RAP is an important next step for the GBCA, and aligns with our vision to create healthy, resilient and positive places for people and the natural environment. As a mission driven organisation, we are a passionate group of individuals, committed to leading the sustainable transformation of the built environment.

A key focus for the GBCA is to demonstrate leadership towards change amongst our members, partners and supporters. A growing number of GBCA members have a RAP in place, meaning that together we can facilitate sustainable business growth that is fair and equitable for all.

There is a clear alignment between the work that the GBCA does through our Green Star rating tools, and the cultural beliefs, sustainable teachings and inherent connection to Country steeped in the history and day-to-day lives of Aboriginal and Torres Strait Islander communities. There is an opportunity for the team at GBCA to continue learning from First Nations cultures, and we believe the RAP framework will help us to achieve this.

The development of a RAP is something which underpins the GBCA's strategic plan, and we believe Aboriginal and Torres Strait Islander perspectives provide valuable insight into the sustainable planning of urban environments. We encourage project teams to integrate RAPs into their projects and have successfully influenced over 100 project teams to formally adopt these. We aim to leverage our influence to support initiatives like these and will sustain these efforts going forward.



Our RAP

GBCA RAP Working Group

Davina Rooney, CEO

Jeff Oatman, Head of Collaboration and Membership (RAP Champion)

Shay Singh, Senior Manager Policy and Govt Relations

Megan Towill, Senior Manager Communications & Media

Lucy Posch, Green Star Delivery Manager

Emma Bezzina, Green Star Delivery Manager

Jill Cooper, HR Manager

Michael Manikas, Director of Cost Management, AESG

The GBCA has worked separately with Aboriginal and Torres Strait Islander consultants specifically in the development of rating tools including Sian and Michael Hromek who lead the Indigenous Design, Architecture and Knowledge business of WSP, and also Sherie Bruce of Culture to Country Consulting who assisted in the development of our Nature Roadmap discussion paper. GBCA have also engaged Karen Cooper of Cooper Consulting to supporting the GBCA in cultural capability training activities, as well as assisting in strategy development of our RAP.

Michael Manikas, Director of Cost Management, AESG, has previously worked with the GBCA and has joined with our working group. Michael is a proud Biripi Worimi man whose ancestors lived in the Great Lakes region of coastal New South Wales. The Great Lakes district was home to two groups: the Biripi people who inhabited the area between Tuncurry, Taree and Gloucester; and the Worimi people, who occupied the land between Barrington Tops and Forster in the north and Maitland and the Hunter River in the south.

Our RAP

GBCA developed our first Reflect RAP in 2017, whilst the RAP was effectively completed in 2018, the RAP working group and work continued informally for a variety of reasons. Overall the process was very positive with plenty of learnings and changes along the way.

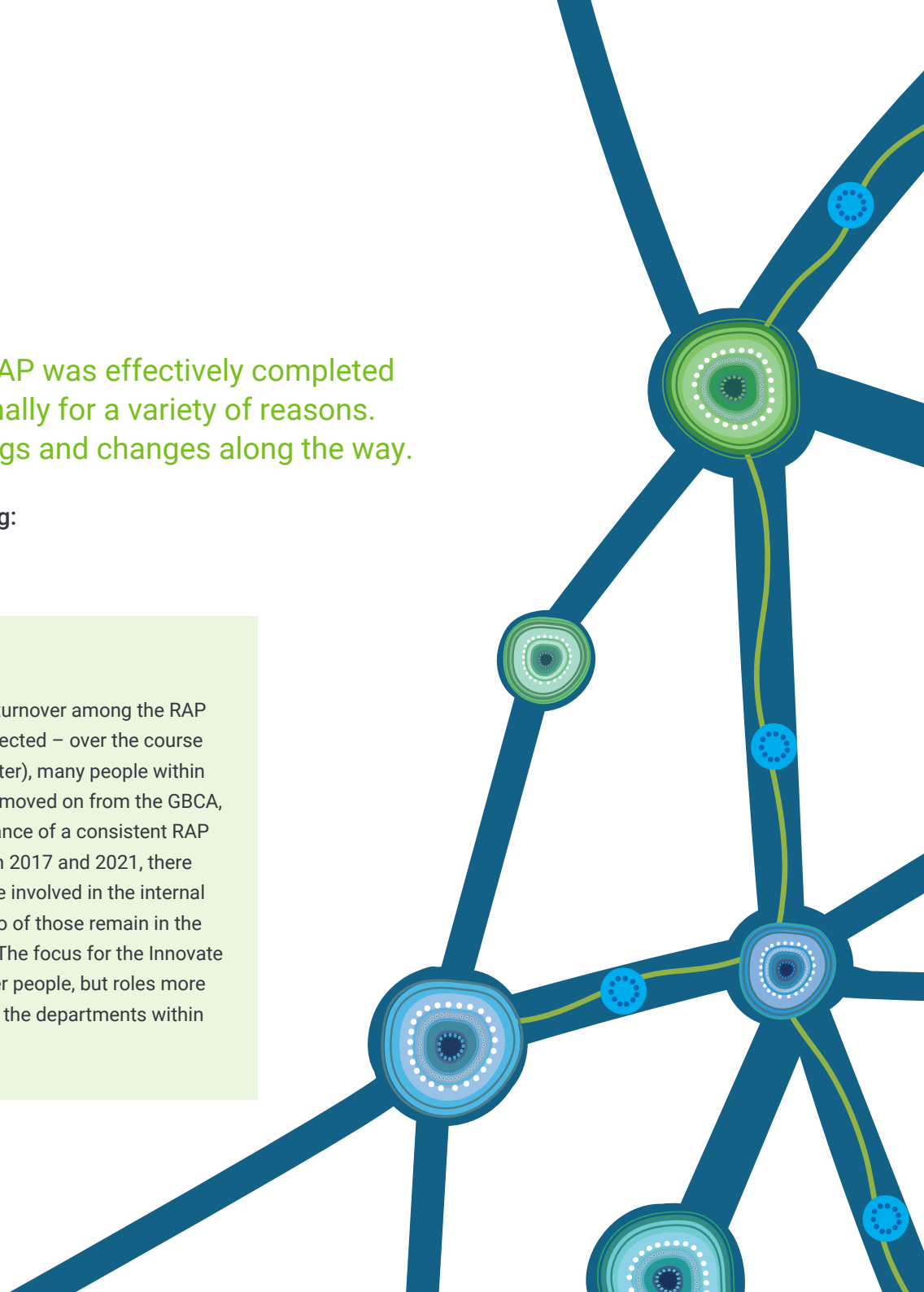
A few of the key learnings since developing our RAP included the following:

1

GBCA's influence was greater than we expected – when we publicly launched our RAP, we were surprised with the number of requests we received from GBCA members, who were interested to learn from our experience. It also enabled us to learn from other members on their journey and share knowledge accordingly.

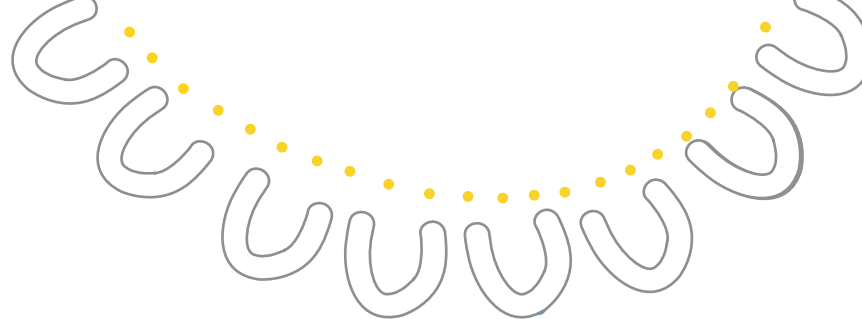
2

There was higher staff turnover among the RAP working group than expected – over the course of the RAP (and thereafter), many people within the RAP working group moved on from the GBCA, highlighting the importance of a consistent RAP working group. Between 2017 and 2021, there were 15 different people involved in the internal RAP working group. Two of those remain in the current working group. The focus for the Innovate RAP will be having fewer people, but roles more effectively representing the departments within the GBCA.





Relationships



Our relationships with Aboriginal and Torres Strait Islander communities, clients, stakeholders and suppliers are built on respect, collaboration, trust and integrity. Through these relationships we share knowledge and gain insights to build sustainable places for everyone.

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.	Oct, 2025	Head of Collaboration & Membership
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and GBCA member organisations.	Oct, 2025	Head of Collaboration & Membership
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May - 3 June, 2025, 2026	Green Star Delivery Manager
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2025, 2026	Green Star Delivery Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2025, 2026	CEO
	Organise at least one NRW event each year.	May 2025, 2026	Head of Industry Development & Communications
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	Conference and Training Producer



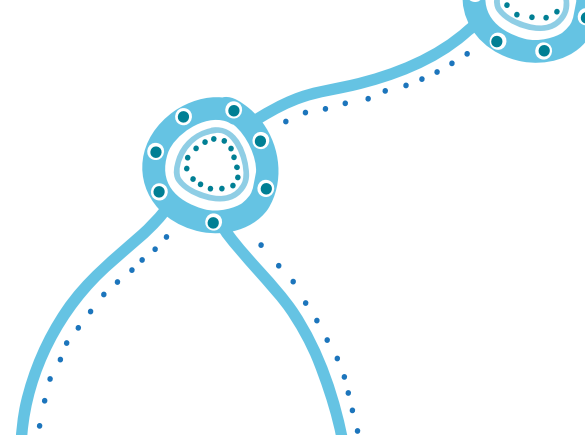
Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Oct, 2025	Head of Collaboration & Membership
	Communicate our commitment to reconciliation publicly.	Jun, 2025	Senior Manager - Communications & Media
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Sept, 2025	Senior Manager Policy and Government Relations
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Oct, 2025	Senior Manager Policy and Government Relations
	Deliver at least one course, event or case study focussing on property, community and Country and inviting Aboriginal and Torres Strait Islander subject matter experts to present.	Jun, 2025	Head of Collaboration & Membership
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Nov, 2025	HR Manager
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	Nov, 2025	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Nov, 2025	Head of Collaboration & Membership
	Educate senior leaders on the effects of racism.	Nov, 2025	HR Manager

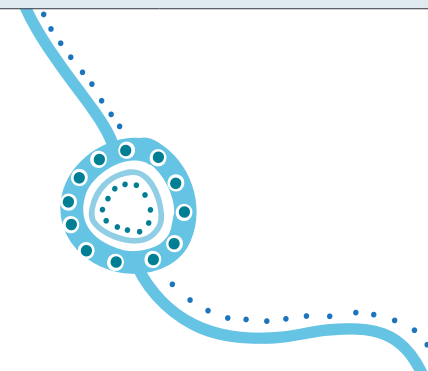


Our goal is to lead the sustainable transformation of the built environment with a strong focus on acknowledging, respecting, and consulting with Traditional Owners of the land. Through our Green Star certification system, we encourage project teams to integrate cultural principles into the design, build, and operation of projects, fostering a deeper understanding of traditional knowledge systems. This commitment is essential for honouring Aboriginal and Torres Strait Islander heritage, upholding ethical standards, and promoting sustainable practices aligned with cultural principles.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Nov, 2025	HR Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Feb, 2026	Senior Manager Policy and Government Relations
	Develop, implement, and communicate a cultural learning strategy document for our staff.	Feb, 2026	HR Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Oct, 2025	CEO
	Continue the development of the Green Star rating system incorporating initiatives (i.e. in the form of Green Star credits) that promote reconciliation and the celebration of Aboriginal and Torres Strait Islander people, culture, and heritage.	Dec, 2025	Chief Impact Officer
	Develop and profile at least one Green Star project case study that has a focus on, or, celebrates Aboriginal and Torres Strait Islander people, culture, and heritage.	Dec, 2025	Senior Manager – Communications & Media

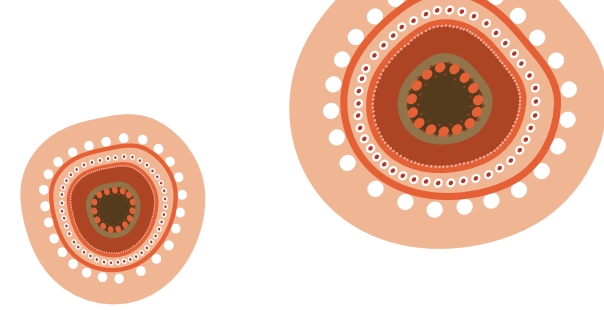


Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. This includes highlighting examples where this occurs in our work and sharing with staff.	May, Aug, Nov, 2025 Feb, May, Aug, Nov, 2026	CEO
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Oct, 2025	Senior Manager – Communications & Media
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including GBCA's annual conference TRANSFORM as well as Green Building Day in each city across the country.	May/Jun 2025 Mar, May/Jun - 2026 Mar, 2027	Head of Industry Development and Communications
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jun, Sept, Dec, 2025 Mar, Jun, Sept, Dec, 2026 Mar, 2027	Head of Industry Development and Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July, 2025, 2026	Head of Collaboration & Membership
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jun, 2025-26	HR Manager
	Promote and encourage participation in external NAIDOC events to all staff.	Jul, 2025-26	CEO





Opportunities



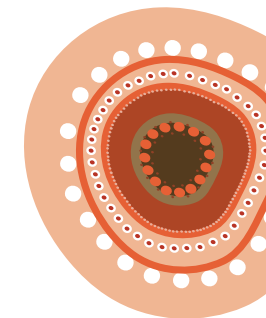
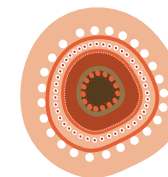
We will work in partnership with Aboriginal and Torres Strait Islander organisations to identify opportunities for First Australian procurement and talent development. This is important to us as an organisation, to ensure we are creating authentic opportunities for First Australians to work in and around our business.

We are committed to collaborating with Aboriginal and Torres Strait Islander organizations to actively seek and foster opportunities for First Australian procurement and talent development. This commitment reflects our dedication to fostering genuine pathways for First Australians to engage meaningfully within our organization and surrounding communities, aligning with our values of inclusivity and diversity.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Oct, 2025	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Feb, 2026	HR Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Apr, 2026	HR Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Apr, 2026	HR Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Sept, 2025	HR Manager



Opportunities



Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Sept, 2025	HR Manager
	Investigate Supply Nation membership.	Sept, 2025	HR Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Sept, 2025	HR Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Sept, 2025	HR Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Dec, 2025	Head of Industry Development and Communications
10. Offer a platform for profiling Aboriginal and Torres Strait Islander organisations operating within our sphere of influence, facilitating visibility and collaboration	Profile GBCA member companies in GBCA communications who identify as, Aboriginal and Torres Strait Islander organisations, at least once.	Oct, 2025-26	Head of Collaboration & Membership
	Include at least one session on Aboriginal and Torres Strait Islander peoples engagement at GBCA annual conference TRANSFORM	Mar, 2026-27	Head of Industry Development and Communications
	Engage a specialist Aboriginal and Torres Strait Islander peoples consulting firm with deep cultural insights and a profound understanding of local ecosystems to collaborate on the development of GBCA's nature roadmap.	Oct, 2025	Chief Impact Officer



Governance

Action	Deliverable	Timeline	Responsibility
11. 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.	May, 2025	Head of Collaboration & Membership
	Establish and apply a Terms of Reference for the RWG.	Jun, 2025	Senior Manager Policy and Government Relations
	Meet at least four times per year to drive and monitor RAP implementation.	May, Aug, Nov, 2025 Feb, May, Aug, Nov, 2026 Feb, 2027	CEO
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Aug, 2025	Senior Manager Policy and Government Relations
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May, Aug, Nov, 2025 Feb, May, Aug, Nov, 2026 Feb, 2027	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jun, 2025-26	Head of Collaboration & Membership
	Appoint and maintain an internal RAP Champion from senior management.	April, 2025-26	Head of Collaboration & Membership

Action	Deliverable	Timeline	Responsibility
13. 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, 2025-26	Head of Collaboration & Membership
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	July, 2025-26	Head of Collaboration & Membership
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept, 2025-26	Head of Collaboration & Membership
	Report RAP progress to all staff and senior leaders quarterly.	May, Aug, Nov, 2025 Feb, May, Aug, Nov, 26 Feb, 2027	CEO
	Publicly report our RAP achievements, challenges and learnings, annually.	Nov, 2025-26	Senior Manager - Communications & Media
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May, 2025-26	Head of Collaboration & Membership
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Apr, 2027	Head of Collaboration & Membership
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Nov, 2026	Head of Collaboration & Membership

If you have questions about our
RAP or would like to provide
feedback, please get in touch.

Contact

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Designed by

