



RECONCILIATION
ACTION PLAN

REFLECT

STEENSEN VARMING

Reflect Reconciliation Action Plan

March 2026 – February 2027



Acknowledgment of Country

Steensen Varming acknowledges that we create, learn and walk on unceded Aboriginal land.

We pay our deep respects and enduring gratitude to the Gadigal, Ngunnawal and Ngambri peoples, on whose Country we learn and work, acknowledging Elders past and present, as knowledge holders and enduring carers of Country.

Steensen Varming extends this respect to all Traditional Custodians throughout Australia and the world acknowledging the vital importance of their cultures, languages and lores in keeping the land, waters, seas and community strong. We walk together humbly, acknowledging care and respect should always be present.

Statement from CEO of Reconciliation Australia



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

Steensen Varming Australia 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 over 5.5 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.

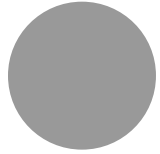
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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 Steensen Varming Australia 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 Steensen Varming Australia, 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



About Us

We seamlessly integrate form and function, art and technology, providing intelligent, valuable and elegant engineering and design solutions that enhance spatial design.

Our Practice

Steensen Varming has an innovative and collaborative approach to design that considers the broader social and environmental aspects of our work. As practitioners and advisors in mechanical and electrical engineering, lighting and sustainable design we offer a portfolio of specialist services, integrated solutions and high levels of expertise which spans strategy, design and engineering, supported by a long tradition of collaboration and creative dialogue.

Steensen Varming employs 55 staff in Australia, 48 located in the Sydney Studio and 7 in the Canberra Studio. In addition, we have studio locations in Copenhagen, London and Hong Kong. With these combined

locations, we have a global geographic reach, servicing clients and projects both locally and internationally.

Our growth strategy is based on employing and retaining the best talent in the industry. Rather than profit centres, our locations are seen as skill centres leveraging our global knowledge and talent pool.

Steensen Varming operates globally based around a one-studio approach driven by collaboration and knowledge sharing across four countries on three continents, enabled by global technology and a commitment to optimal design solutions.

The exchange of global expertise provides each studio with skill and inspiration, which combined with local knowledge provide a higher level of competence and capacity than an individual practice could master alone.

Currently our organisation has no known staff that identify as Aboriginal and/or Torres Strait Islander people; however we have addressed our aim to attract more First Nations staff to the business within this document.

Doing what is right, over what is easy

We are committed to creating 'positive environments' and focus on eco-centric rather than ego-centric principles in improving physiology, functionality and environmental performance. Since 1933, we've been creating positive environments, led by technical resolve from finding harmony between elements of architecture, human experiences and the wider built environment.

From Danish roots, our design approach has always been looking forward. We continue to deliver innovative 'firsts' and strive for technical perfection whilst honouring traditions and people.

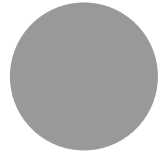
This enables us to continue improving our approach, to meet and exceed the needs of our most challenging and meaningful projects.

Our One Global Studio approach is driven by our aligned expertise and purpose, enabled by global technology and a commitment to optimal design solutions.

As Certified B Corporation (B Corp), we are committed to participate and collaborate on projects that advance the UN Sustainable Development Goals and embed the core principles of human rights, labour, environment and anti-corruption into our company strategy, culture and operations. As part of this commitment, we acknowledge our responsibility as designers and engineers to Country, People and our Planet, including the respect, understanding and celebration of First Nations cultures and knowledge.



Bunjil Place, Narre Warren, Victoria,
Image Credit: John Collings / Boonwurrung Land



Our Reconciliation Action Plan

The integrity of what we do has always been more important than the things we say.

Our Australian studios are located on the land of the Gadigal people of the Eora Nation as well as Ngannawal and Ngambri peoples and we acknowledge the vital importance of their cultures, languages and lores.

This Reflect RAP is the first step on our reconciliation journey which reflects our commitment in both our project work and business for wider social and environmental benefits and the overarching commitment to doing what is right rather than what is easy and guides us to meaningful action towards reconciliation.

Our focus in creating positive environments encompasses not only our project work but our

operations, work environment and work culture. This includes respect towards, collaboration with and better understanding of Aboriginal and Torres Strait Islander peoples. We strive to increase and improve relationships with relevant stakeholders for the benefit of our business culture as well as for the benefit of our design work, ensuring it pays respect to and cares for Country.

Our Reflect RAP will assist us with this goal and encourage a more disciplined and formal approach to embracing reconciliation as well as potential supplier diversity, supporting the improvement of Aboriginal and Torres Strait Islander economic and social outcomes. We also expect our RAP to assist us with increased and more formalised opportunities for learning and

fostering respect through celebrating National Reconciliation Week and NAIDOC Week, in addition to offering internal seminars.

We are in the early stages of our reconciliation journey and have established a RAP Working Group (RWG), consisting of employees at various levels and roles across the organisation, supported by our CEO Gráinne McCormack. This RWG consists of:

Mirjam Roos – Associate Director
Simm Steel – Associate
Matthew Saunders – Senior Lighting Designer
Jenny Newman – Business Support Administrator
Freya Trand – Bids and Marketing Coordinator

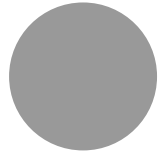
The RWG will be actively working on the deliverables noted below to create an inclusive environment where the awareness of Aboriginal and Torres Strait Islander knowledge is raised, experienced and shared amongst all members of Steensen Varming.

Mirjam Roos and Simm Steel act as RAP champions to raise awareness, support office engagement and be accountable for our deliverables.

We have established regular meetings to advance the progress and implementation of our plan, and help to build cultural awareness through knowledge sharing sessions, and to support staff in cultural awareness training and learning.

Detail of Acknowledgement of Country sculpture, 2024, Alison Page, Rowena Welsh Jarrett, Simon Reece, Parliament of New South Wales, Sydney / Gadigal Land





Our Partnerships/Current Activities

We strive to continue our engagement with First Nations businesses and our collaboration with Aboriginal and Torres Strait Islander consultants and artists as part of our design process.

In recent years and since starting on our reconciliation journey, Steensen Varming has achieved some first steps and initiated some relevant activities, including:

- Collaborating on relevant projects and clients across various sectors
- Engaging with First Nations led organisations on a number of projects
- Building relationships with and supporting organisations such as Tranby National Indigenous Adult Education and Training
- Establishing regular office events and activities for NAIDOC Week and National Reconciliation Week
- Supporting Aboriginal and Torres Strait Islander artists through purchase and display of artworks
- Establishing a Supply Nation supplier list for regular items such as office supplies and stationery
- Engaging with Aboriginal and Torres Strait Islander leaders (facilitated through Tranby) to formulate our Acknowledgement of Country and incorporating it into our reports and website



Project Work

In our practice, we have formed collaborative relationships with Aboriginal and Torres Strait Islander architects and artists and supported First Nations led projects including:

Western Sydney University Indigenous Centre of Excellence with Jackson Clements Burrows Architects (JCB) and Peter Stutchbury Architecture

The Indigenous Centre of Excellence (ICoE) is an Indigenous led project, with Sarah Lynn Rees, a Palawa woman descending from the Trawlwoolway people of north-east Tasmania, leading the design team of Jackson Clements Burrows and Peter Stutchbury Architecture, Jane Irwin Landscape Architecture, and Uncle Dean Kelly. ICoE aims to be the first autonomous and Indigenous led university in Australia to share and preserve First Nations cultures. Located on Darug land, the facility will accommodate a library, an Elders lounge, First Nations research and student facilities, internal and

external gathering spaces, as well as a theatre, cinema, exhibition galleries, teaching facilities and an Indigenous discovery space.

'Laughing Stars' Artwork with Suzy Evans and Balarinji

This light installation by Suzy Evans, a Gomeroi woman and contemporary artist, features in the main atrium of the Macquarie Group's new global headquarters at Martin Place, Sydney. Steensen Varming collaborated with the artist and Balarinji to light the stars and create a 'twinkling' effect as if laughing, drawing on a story of Suzy's Aunty who referred to the twinkling of stars as her ancestors laughing fondly.

Nguwing nura – Nocturnal Country, part of the Nura Diya Australia experience, Taronga Zoo, with Lahznimmo Architects, artist Jacob Nash and Event Engineering

Nguwing nura is an immersive experience where day becomes night and guests discover

Australian wildlife usually only seen after dark. Situated in the heart of Taronga, the new experience allows guests to marvel at native nocturnal species and gain a deeper understanding of the relationship and connection between First Nations Cultures and Country. The name nguwing nura means 'Night Country'; these words have been gifted to Taronga through ongoing and respectful consultation with First Nations Peoples, including Taronga's Aboriginal Advisory Group, Cammeraigal and First Nations staff.

Steensen Varming delivered the lighting design, which was required to preserve animal welfare, while also delivering an engaging experience that enhances storytelling. Designed by artist Jacob Nash (descendant of the Daly River people), a tide of light wraps the perimeter, transitioning in colour and intensity in response to the storytelling etched into the walls.



Project Work

Bank Street Park Shelters with Jefa Greenaway

Greenaway Architects, led by Jefa Greenaway (Wailwan, Kamilaroi and D'harawal peoples), in collaboration with OCULUS, and Collins and Turner Architects, are part of the design team for Bank Street Park, a one-hectare waterfront oasis within the State Significant Blackwattle Bay Precinct, which will deliver 11,000 square metres of open space, fostering community engagement and accessibility. The design is informed by the Connecting with Country Framework for Tjerruing Blackwattle Bay and recognises the contributions of First Nations servicemen and servicewomen through public art.

Acknowledgement of Country Plinth Lighting, Parliament of New South Wales

Steensen Varming were engaged to assist the Indigenous led design team of Alison Page (descendant of the Dharawal and Yuin people, and Lead Artist), Rowena Welsh-

Jarrett (Dharawal and Gumbaynggirr woman and Cultural Consultant) and Simon Reece (Ceramic artist) to provide lighting to enhance the night time presence of this significant work for First Nations Custodians and all Australians. The work stands at the entry to NSW Government House as a stratified pillar of natural features and represents deep time history of the cultural landscape around Parliament House and celebrates the natural features of the local landscape.

Pro-Bono work on Wilja Janta Pilot House Project

Steensen Varming were invited to assist in the development of a purpose designed home for Norman Frank Jupurrula and his family based on First Nations needs and cultures as a scalable alternative to the existing remote housing model. The team which has been brought together to work on this project all support and embrace the project and its values working together with the

Wilya Ajjul Janta Aboriginal Corporation to explore the relationship between culture, environment, thermal performance, budget, materials, and ongoing maintenance.

Wiradjuri Tourism Centre with Peter Stutchbury Architecture

The centre will be a display and interpretation facility for sacred Aboriginal carved trees and enable the repatriation of Dubbo Wiradjuri Scar Trees and other artefacts held at the Australian Museum. The lead designers Peter Stutchbury Architecture have worked alongside Yuin elder Uncle Max Dulumunmun for more than 23 years, "learning about the Spirit Lines and the voices of all living things" including "Grandfather Sun, Grandmother Moon, Mother Earth and Father Sky." Local First Nations communities, including the Aboriginal Lands Council, Dubbo Aboriginal Working Party, and Traditional Owners, were consulted during the initial phase of the project.



Our Partnerships/Current Activities

Building Relationships and Partnerships

Since 2022, Steensen Varming has been building a relationship and partnership with Tranby National Indigenous Adult Education and Training, who aim to transform the lives of Aboriginal and Torres Strait Islander peoples through education.

In our partnership and sponsorship, we have:

- Participated in Tranby events and ceremonies
- Received Reconciliation Action Plan support and advice
- Collaborated with Tranby and Aunty Bernice Hookey to develop a bespoke Acknowledgement of Country

NAIDOC/National Reconciliation Week Activities

As an organisation, we have initiated internal celebrations to acknowledge National Reconciliation Week and NAIDOC Week. This includes raising cultural awareness through engaging staff with talks and webinars, sharing of resources, encouraging attendance of events, and promoting of First Nations businesses through utilisation of Supply Nation providers. We look forward to the formalisation and championing of these internal celebrations through our Reflect RAP.

Aboriginal and Torres Strait Islander Cultural Awareness Training

In our commitment to promoting cultural awareness and acknowledging Steensen Varming's global operations,

staff completed Aboriginal and Torres Strait Islander Cultural Awareness training in 2024. All new staff members are required to complete this online training following their probation period.

- 7 Steps to Practical Reconciliation – Aboriginal and Torres Strait Islander Cultural Awareness – Introduction Program through Evolve Communities, a Supply Nation certified organisation.

In addition, members of the RAP Working Group have completed the following seminars:

- Yarning Circle Webinar
- How to Love and Acknowledge Country with authenticity and confidence
- How to be an Ally on January 26 webinar through Evolve Communities



Our Partnerships/Current Activities

Acknowledgement of Country

In 2022, facilitated through Tranby, Aunty Bernice Hookey assisted with developing our Acknowledgement of Country.

Following the establishment of the words, we initiated an Acknowledgement of Country on our reports and website.

RAP Working Group members have attended webinars on the topic: "How to Love and Acknowledge Country with authenticity and confidence" - Webinar through Evolve Communities.

Following the webinar, a talk on Acknowledgements of Country has been given to all staff, initiating a better understanding of the practice and embedding it further into company practices.

Cultural Stick Initiative

This initiative is inspired by the work of The Australian Centre for Social Innovation (TACSI) and particularly the work of Aunty

Vickey Charles - Aboriginal Lead and Aunty in Residence at TACSI.

This Initiative makes use of The Many Threads framework, developed by TACSI, which provides a series of "practical prompts to help non-Indigenous Australians to engage First Nations peoples and foreground First Nations wisdom, so that together, we can further reconciliation, self-determination and change."

This initiative intended to assist in our own cultural learning journey. It is acknowledged that we need to take small consistent steps so that the culture of learning and the process of providing cultural safety is genuine and well informed in our intention to learn.

Improvement and Adaptation of Business Practices

- The Acknowledgement of Country seminar through Evolve Communities has assisted in providing better understanding, increased the use and

application of our Acknowledgement of Country and increased knowledge company-wide through sharing information with all staff.

- The How to be an Ally on January 26 webinar through Evolve Communities has helped inform cultural sensitivity regarding 26th January. This includes sharing information with staff on the significance of the date for Aboriginal and Torres Strait Islander peoples, the first Day of Mourning and resources such as the AIATSIS map.
- Supply Nation businesses have been made a central focus in our procurement strategy and a process and register added to our Administration Manual.
- A report on our Reconciliation Action Plan and journey has been included in the agenda of our global staff meetings.



Supporting Aboriginal and Torres Strait Islander Artists

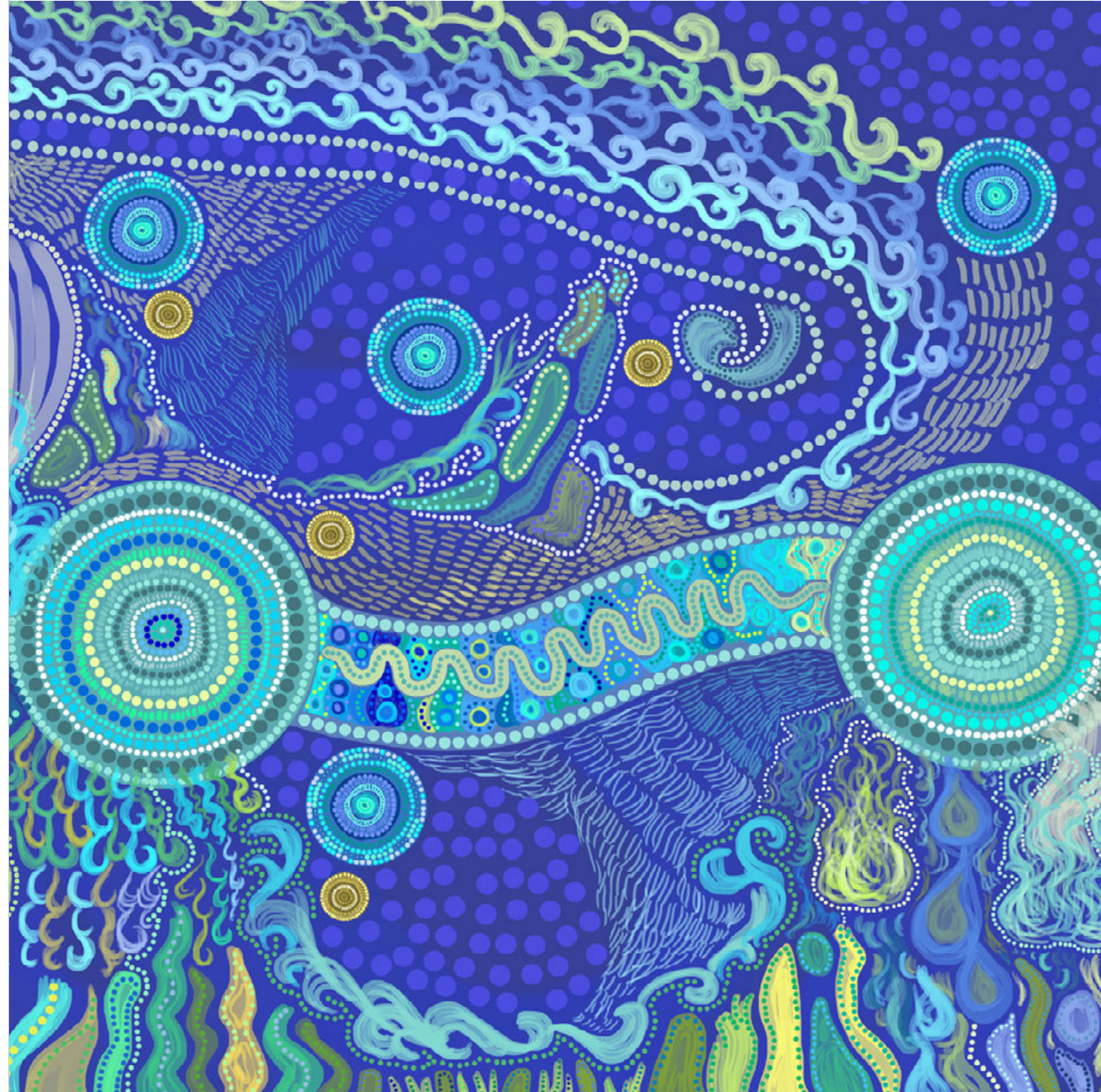
Steensen Varming has acquired and displayed artworks from Aboriginal and Torres Strait Islander artists, to support First Nations artists and increase appreciation by staff.

Anna Dowling – 'Life Water', digital media, 2021

The key message of this artwork is protecting and preserving our environment and respect of First Nations peoples. This resonates with Steensen Varming's eco-centric principles and ethos. This commission marks the beginning of our own journey of reconciliation, with a focus on supporting young First Nations artists and Aboriginal and Torres Strait Islander businesses.

Vernon Ah Kee – 'Unwritten', charcoal on paper, 2009

'Unwritten' is a response to the death in custody of Mulrunji Doomadgee. A ghostly face of undisclosed identity, in the words of Vernon Ah Kee "less than what is considered Australian but often less that what is considered human... always becoming... this idea of a non-people... how this country perceives us" forming with the muteness of a death mask out of the haze of colonisation.





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 industry and sphere of influence.	June 2026	Lead: Associate (Simm Steel) Support: Senior Lighting Designer (Matthew Saunders)
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2026	Senior Lighting Designer (Matthew Saunders)
2. Build relationships by celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May Annually	Business Support Administrator (Jenny Newman)
	RAP Working Group members to participate in an external NRW event	27 May – 3 June Annually	Business Support Administrator (Jenny Newman)
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June Annually	Associate Director (Mirjam Roos)

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff.	March 2026	Associate Director (Mirjam Roos)
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2026	Associate (Simm Steel)
	Identify RAP and other like-minded organisations and suppliers that we could approach to collaborate with on our reconciliation journey.	May 2026	Lead: Associate Director (Mirjam Roos)
4. Promote positive cultural relationships through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination.	April 2026	Lead: Associate Director (Mirjam Roos) Support: HR (Michelle Hoare)
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, opportunities and future needs.	March 2026	Lead: Associate Director (Mirjam Roos) Support: HR (Michelle Hoare)



Respect

Action	Deliverable	Timeline	Responsibility
1. 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.	August 2026	Senior Lighting Designer (Matthew Saunders)
	Introduce staff to Aboriginal and Torres Strait Islander cultures and art practices through informal First Nations public art walks	June Annually	Lead: Associate (Simm Steel) Support: Senior Lighting Designer (Matthew Saunders)
	Conduct a review of cultural learning needs within our organisation.	March 2026	Lead: Associate Director (Mirjam Roos) Support: Business Support Administrator (Jenny Newman)
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop an understanding of the local Traditional Owners and Custodians of the lands and waters within our organisations operational area.	April 2026	Senior Lighting Designer (Matthew Saunders)
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	May 2026	Senior Lighting Designer (Matthew Saunders)

Action	Deliverable	Timeline	Responsibility
3. Build Respect for Aboriginal and Torres Strait Islander peoples and histories by celebrating NAIDOC Week	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June Annually	Business Support Administrator (Jenny Newman)
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July Annually	Business Support Administrator (Jenny Newman)
	RAP Working Group to participate in an external NAIDOC Week event.	July Annually	Business Support Administrator (Jenny Newman)



Opportunities

Action	Deliverable	Timeline	Responsibility
1. 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.	January 2027	Lead: Associate Director (Mirjam Roos) Support: HR (Michelle Hoare)
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform the future employment and professional development opportunities.	October 2026	Associate Director (Mirjam Roos)
2. Increase Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop a business case for procurement from Aboriginal and Torres Strait Islander businesses.	October 2026	Lead: Associate Director (Mirjam Roos) Support: Business Support Administrator (Jenny Newman)
	Investigate Supply Nation Membership	May 2026	Bids and Marketing Coordinator (Freya Trand)



'The Aboriginal Memorial', 1987-88, Remotely artists, Djon Mundine, Bandjalung people, National Gallery of Australia, Canberra, Image Credit: John Collings / Ngannawal and Ngambri Lands



Governance

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain a RWG to govern RAP implementation.	March 2026 Review August 2026	Associate Director (Mirjam Roos)
	Draft a Terms of Reference for the RWG.	March 2026	Associate Director (Mirjam Roos)
	Establish Aboriginal and Torres Strait Islander representation on the RWG	August 2026	Senior Lighting Designer (Matthew Saunders)
2. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	March 2026	Associate Director (Mirjam Roos)
	Engage senior leaders in the delivery of RAP commitments.	March 2026	Associate Director (Mirjam Roos)
	Maintain a senior leader to champion our RAP internally.	March 2026	Lead: Associate Director (Mirjam Roos) Support: Associate (Simm Steel)
	Define appropriate systems and capability to track, measure and report of RAP commitments.	March 2026	Lead: Associate Director (Mirjam Roos) Support: Senior Lighting Designer (Matthew Saunders)

Action	Deliverable	Timeline	Responsibility
3. 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.	March 2026	Business Support Administrator (Jenny Newman)
	Contact Reconciliation Australia to request our unique link, to access the online RAP impact Survey	September 2026	Business Support Administrator (Jenny Newman)
	Complete and submit the annual RAP impact Survey to Reconciliation Australia.	September 2026	Business Support Administrator (Jenny Newman)
	Communicate our RAP progress to internal and external stakeholders.	December 2026	Bids and Marketing Coordinator (Freya Trand)
4. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	September 2026	Business Support Administrator (Jenny Newman)

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