



# Innovate Reconciliation Action Plan

JANUARY 2025 - JANUARY 2027

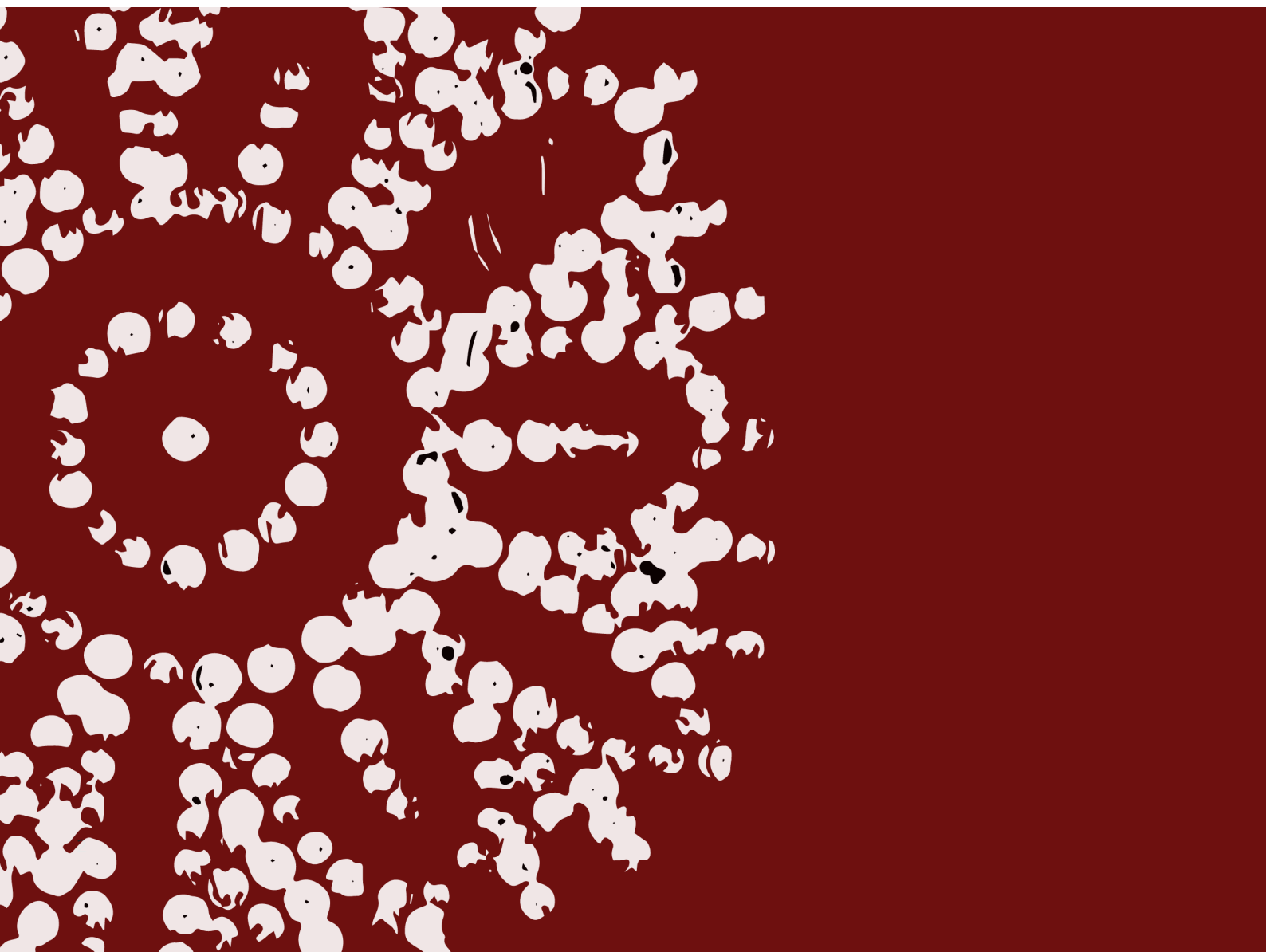


**workspace**  
commercial furniture

Make ——— Space ——— Work

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# Workspace Acknowledgement of Peoples and Country

Workspace respectfully acknowledges the Traditional Owners of the lands on which we operate and their continuing connection to Country, culture, and community. We pay our respects to Elders past, present, and emerging, and we honour the rich histories, knowledge, and traditions of Aboriginal and Torres Strait Islander peoples.

## Our Vision

### Our vision for reconciliation

Workspace spent more than a year engaging internally and externally to implement our first Reconciliation Action Plan (RAP) and we share the vision for a fair and truthful relationship between Aboriginal and Torres Strait Islander peoples and the wider Australian community, where the sacred link and connection to Country is a gift to all Australians.

In this second Innovate RAP we keep focusing on developing

and strengthening relationships with Aboriginal and Torres Strait Islander peoples.

Our vision is to see First Nations cultures present and celebrated in Australian design and commercial furniture manufacturing and we are working towards this vision by supporting the next generation of First Nations peoples in entering and thriving in our industry.

## Cover Artwork

### ABOUT THE ART WORK

The artwork depicts a gathering of women who have come together to prepare healing herbs and engage in the traditional practice of “yarning” (talking/discussing) around a fire. Through the depiction of this scene, the artist highlights the important role that women play in preserving and passing down traditional knowledge and healing practices in their communities.

The symbolism of the fire depicts the warmth and comfort of community, as well as the light of knowledge and wisdom that is shared among the women as they “yarn.” This artwork represents not only a specific cultural practice, but also the deep connection between people, nature, and cultural heritage that is so integral to many Indigenous communities.



### ABOUT THE ARTIST

Karruck Rankine-Meredith is a proud Aboriginal (Ngarrindjeri Darumbal) Man. His mother, grandmother being internationally recognised leaders from the Ngarrindjeri & Kurna Nation (Coorong & Adelaide Plains South Australia) and father from the Darumbal Nation in central Queensland Coast. Karruck was born in Sydney – mid-way between these 2 Nations.

Karruck is currently employed with Workspace within the Melamine Section within our South Australian Manufacturing facility.

Reconciliation to Karruck is “having a mutual understanding and respect for each other’s cultures and histories, and acknowledging past injustices in Australia’s history to move forward as one”.



# Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Workspace Commercial Furniture Pty Ltd (Workspace) 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 Workspace 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, Workspace 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.

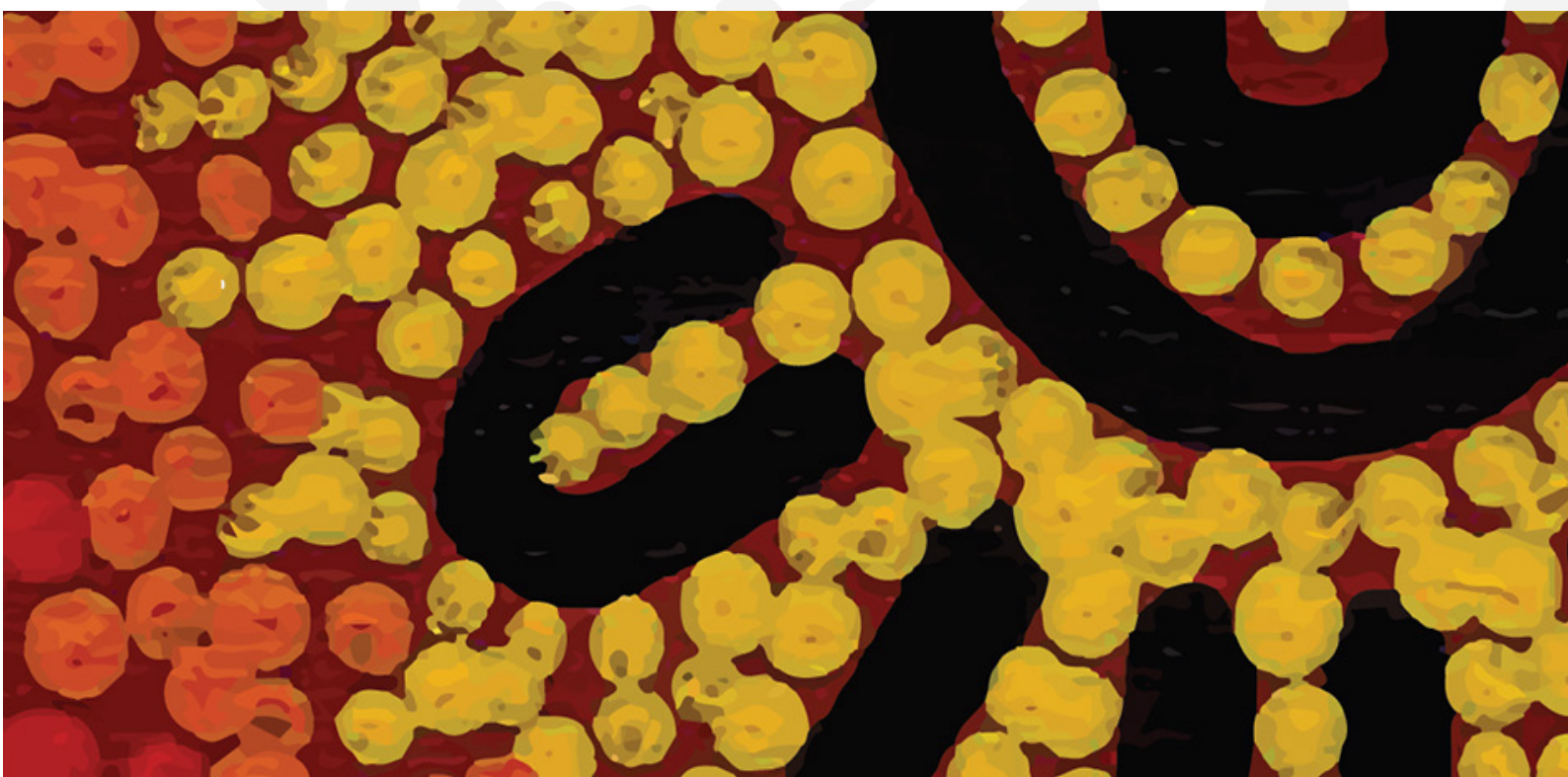
With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Workspace is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention,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

Implementing an Innovate RAP signals Workspace'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 Workspace on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

*Karen Mundine  
Chief Executive Officer  
Reconciliation Australia*



# Message from our CEO

Workspace respectfully acknowledges the Traditional Owners of the lands on which we operate and their continuing connection to Country, culture, and community. We pay our respects to Elders past, present, and emerging, and we honour the rich histories, knowledge, and traditions of Aboriginal and Torres Strait Islander peoples.

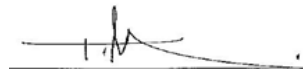
*"I am delighted to present and share our second Reconciliation Action Plan (RAP) Innovate, two years strategic plan. Reconciliation is a key pillar in our Diversity strategy and it sets out our key objectives of our cultural awareness, respect, education and employee opportunities".*

In developing our second Innovate RAP, we have looked deeply within our business and sought guidance from outside to identify opportunities for us to make a meaningful impact through the way we work as individuals and as a whole.

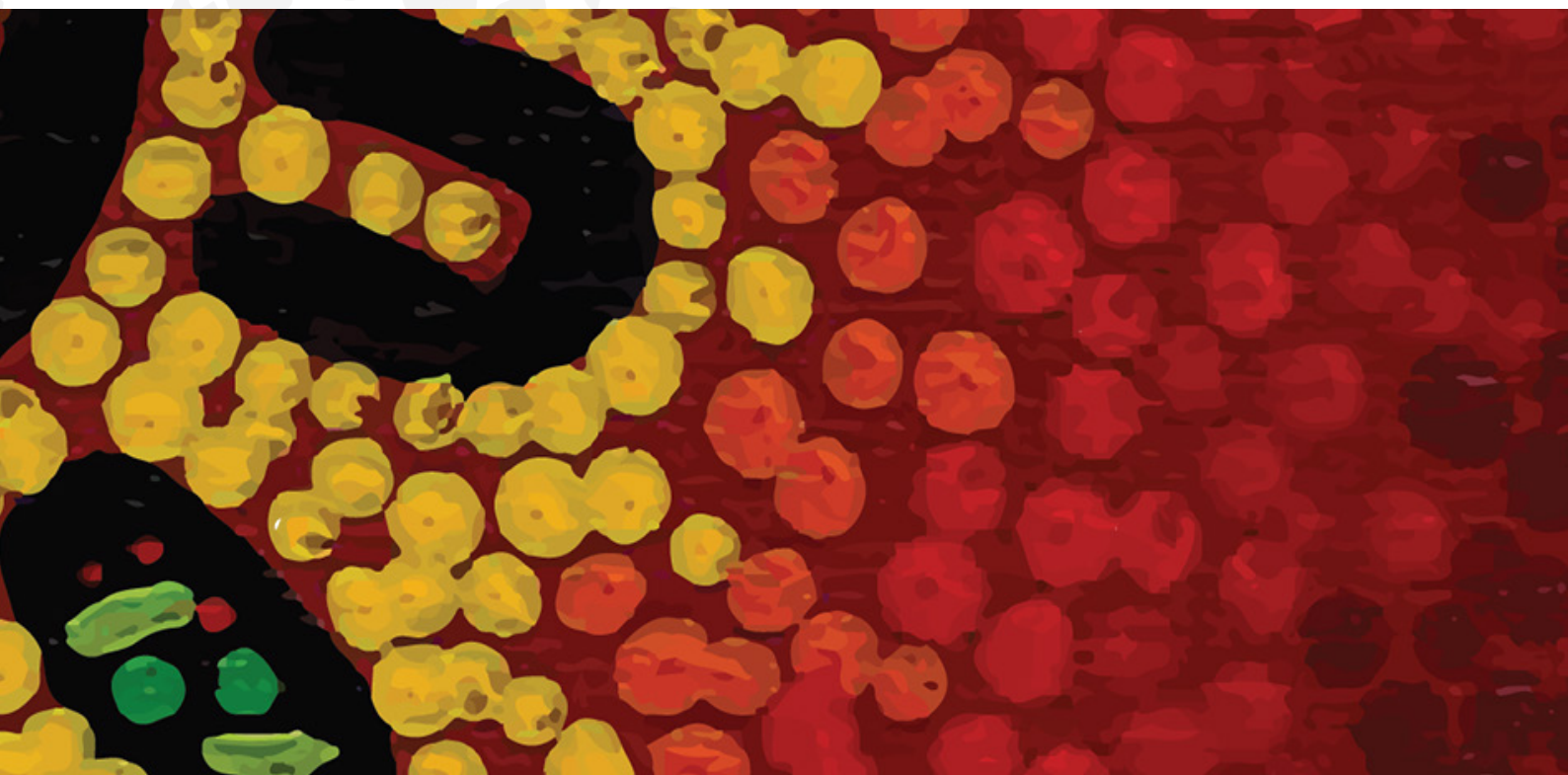
I am excited about the progress we have made to date under our first Innovate RAP and we look forward to strengthening our relationships with Aboriginal and Torres Strait Islander community leaders and organisations, so that we can listen respectfully and take actions that support our vision to reconciliation.

Promoting a truly inclusive workforce is a strategic imperative for our business and I look forward to us continuing our RAP journey.

We make this public commitment to demonstrate our desire to achieve meaningful change internally and in our sphere of our influence.



Tom Clark  
Chief Executive Officer  
Workspace Commercial Furniture





# Workspace Commercial Furniture

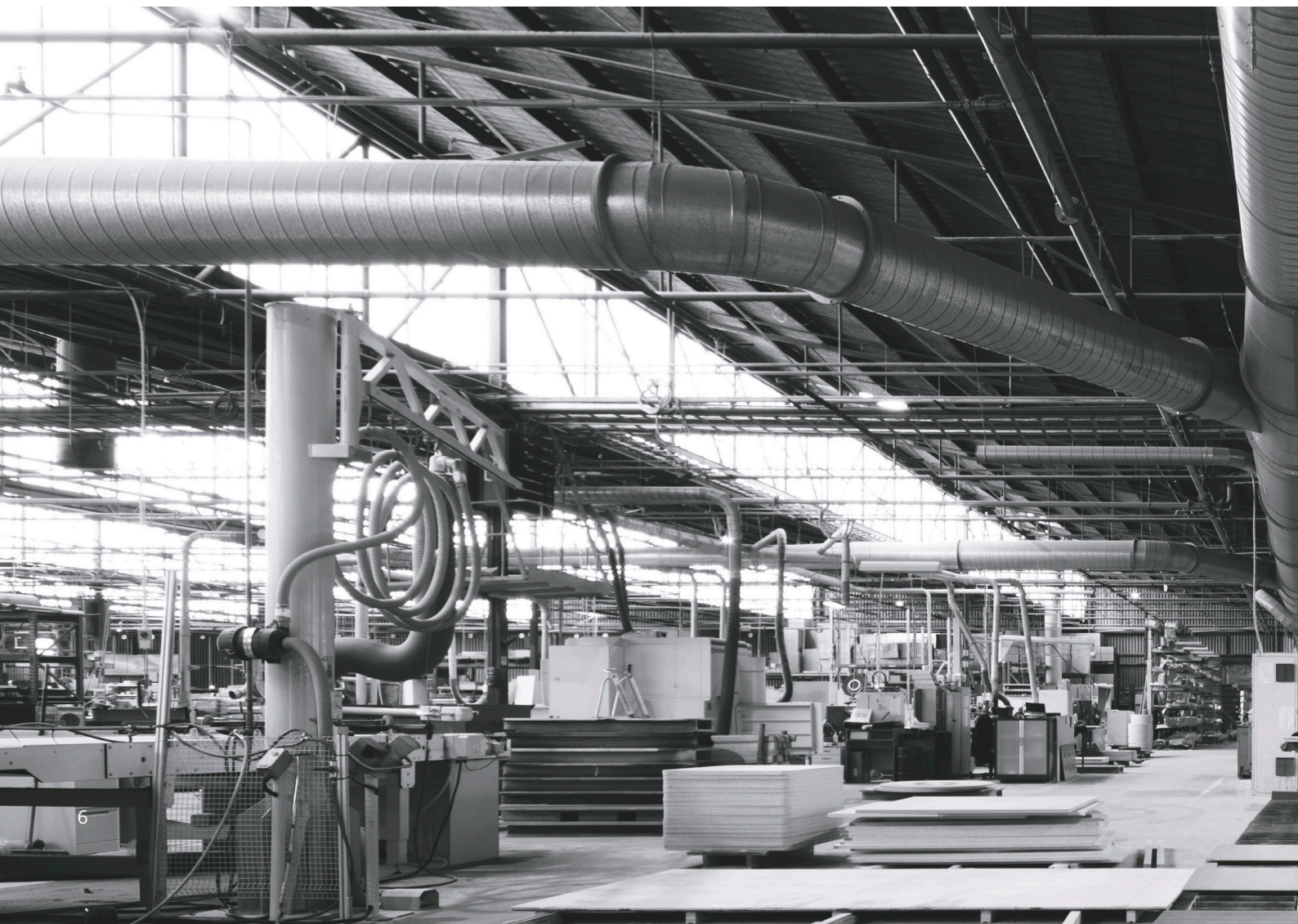
One of Australia's most respected manufacturers; Workspace Commercial Furniture commenced in 1911 and has continued to revolutionise for over 113 years to meet the changing needs of their clients and the market. Workspace is a leader in design and manufacture of commercial, educational, hospitality, health and aged care furniture specialising in project-based solutions.

Workspace has showrooms located in Sydney, Melbourne, Adelaide, Canberra & Brisbane and a 16,300 square metre ISO 9001, ISO 14001 and ISO 14006 certified manufacturing facility in South Australia. With over 150 employees, Workspace has the experience and capability to undertake projects of any size nationally and internationally. We have sought to employ Aboriginal and Torres Strait Islander peoples through our recruitment strategy and currently we now have two Aboriginal employees.

The company's strength lies in its end-to-end service. Here, Workspace controls product design and development, planning, local manufacture, right through to despatch, freight and installation. Workspace works with its clients to achieve an industry leading turnkey service.

Following on from the huge success of the collaboration with leading European commercial furniture designers, Forma 5, Workspace has also partnered with Lamm and Cerantola and continues to increase exclusive product offering in the seating segment, as well as introducing a stronger design element to its business. Workspace's commitment to Australian manufacturing has resulted in partnerships with European supply partners that ensure consistent design aesthetic with quality inputs, manufacturing and value added occurring in Australia.

In addition, Workspace is committed to the promotion of Australian commercial furniture design. Through our extensive industry partnerships, Workspace has endeavoured to bring the best of Australian design to market. We actively seek to work with designers and firms to highlight the design expertise and access to Australian manufacturing. In conjunction with external design partners, and coupled with our internal product development design team, Workspace is also proud to offer an extensive range of AFRDI (The Australian Furnishing Research and Development Institute) certified products thus proving strength, durability, stability and function.





Workspace is committed to an environmental and sustainable approach and understands the importance of continuing to improve our environmental impact. Consequently, Workspace aims to be an environmentally responsible commercial furniture and interiors supplier and currently have an extensive range of furniture that meets the markets needs for sustainability.

Workspace is proud of its South Australian heritage and as Australia's largest diversified commercial furniture manufacturer is proactive in ensuring future growth nationally and internationally from its base in South Australia.

Reconciliation Action Plan Innovate aims to help us continue to strengthen our capacity to develop culturally appropriate policies, programs and projects that embed respectful, long-term engagement with Aboriginal and Torres Strait Islander peoples, organisations and communities.



# Our Reconciliation Action Plan (RAP)

We acknowledge the need for local business to educate their employees, contractors and suppliers in the importance of the engagement of First Peoples. We believe and live by the principles of diversity and we are dedicated to making a contribution to equitable employment and business opportunities between Aboriginal and Torres Strait Islander peoples and other Australians.

The commencement of our reconciliation journey started in 2019 and was supported and championed by our CEO. The Human Resource Manager and Quality and Environment Coordinator were key in the development of our Reflect RAP, formalising our commitments to reconciliation and setting objectives and strategies to improve our relationships and understanding of Aboriginal and Torres Strait Islander peoples, their customs, traditions and their cultures.

As we move to our Innovate RAP, building on from our learnings, our new relationships, and as we look to the future, we do so with the inclusion on our RAP Working Group including one of our First Nations employees whose passion, enthusiasm, depth and breadth of cultural knowledge will enhance our education and engagement with our employees, our customers, our suppliers and our community.

## **WORKSPACE RAP WORKING GROUP MEMBERS**

Tom Clark - Chief Executive Officer (RAP Champion)

Paul Rlaston - Human Resource Manager

Ivana Dutton - Quality and Environment Coordinator

Karruck Rankine-Meredith - Production Employee (First Nations representative)

## Our Reconciliation Journey

### Listening to First Nations Voices: Shaping Reconciliation and Elevating Culture at Workspace

Our Reflect RAP was our introduction to reconciliation and through that process our aim was to develop a RAP that was holistic, positive and would lead towards internal organisational and cultural changes.

Workspace's first Innovate RAP provided an opportunity to deepen relationships, gain valuable experience, and foster connections that will be central to future RAP commitments. By engaging and empowering staff to actively participate, Workspace is ensuring long-term, shared success. The lessons learned and experience gained will support the sustainability of future RAPs and reconciliation initiatives, contributing significantly to Australia's reconciliation journey.



# Karruck's Story

**BY KARRUCK RANKINE-MEREDITH**

Karruck Rankine-Meredith is a proud Aboriginal (Ngarrindjeri Darumbal) Man. His mother, grandmother being internationally recognised leaders from the Ngarrindjeri & Kurna Nation (Coorong & Adelaide Plains South Australia) and father from the Darumbal Nation in central Queensland Coast. Karruck was born in Sydney – mid-way between these 2 Nations.

## **What does reconciliation mean to you?**

Having a mutual understanding and respect for each other's cultures and histories, and acknowledging past injustices in Australia's history to move forward as one.

## **Why is dancing important to you?**

I am part of the TAIKURTINNA Dance Group, founded by my uncle in Adelaide. My mother, grandmother, father and his family were all musicians. My mother, grandmother were also community leaders so I continue their leadership but expressing, connecting through dance. Dancing with TAIKURTINNA keeps the life's work of my uncle going, keeping our culture alive by connecting with diverse audiences. I have performed at WOMADelaide and at NAIDOC Awards in 2024.

## **What can Workspace do for reconciliation?**

Maybe Workspace can introduce a plan that has a Welcome to Country, smoking ceremony and talk of connection to Country itself but also consider introducing an Aboriginal and Torres Strait Islander apprenticeship program and to expand on the Reconciliation Action Plan, and ensure all the actions are continued for years to come as it will make a huge difference, not just to Aboriginal and Torres Strait Islander employees but to the reputation of the company as a socially, ethical brand for the future

## **Why work at Workspace?**

I want to set an example for younger generations and break down stereotypes. I started as a cleaner but am now learning new skills in the Melamine section.



*Karruck Rankine-Meredith (front right) performing at WOMAD in Kardla Paltendi (Dancing Fire).*



# Key Learnings

## CHALLENGES

### *Reflecting on Workspace's First Innovate RAP Journey*

Embarking on the journey to implement Workspace's first Innovate Reconciliation Action Plan (RAP) was both a rewarding and transformative experience. While the process highlighted opportunities for growth and learning, it also presented several challenges that shaped our commitment to reconciliation.

One of the key challenges we faced was building authentic and meaningful relationships with Aboriginal and Torres Strait Islander communities and stakeholders. Developing trust and fostering partnerships required time, patience, and consistent effort, as we worked to ensure these connections were respectful and genuine.

Embedding cultural awareness across the organisation was another hurdle. Introducing cultural competency training and ensuring that all staff were equipped to engage respectfully and effectively with First Nations peoples required significant effort and coordination.

Defining clear, actionable goals within the RAP framework proved to be a complex process. Striking the right balance between setting ambitious yet achievable objectives, while aligning with Workspace's values and operations, called for thoughtful planning and collaboration.

Allocating resources to support RAP initiatives was a learning curve, particularly as we navigated the need to balance these priorities alongside other business commitments. Additionally, gaining full internal engagement from leadership to operational teams took time, as we worked to build understanding and support for our RAP goals.

Finally, engaging our suppliers and partners to align with Workspace's RAP commitments, particularly around procurement from Aboriginal and/or Torres Strait Islander businesses, required proactive communication and collaboration.

Despite these challenges, the journey of our first Innovate RAP laid the foundation for meaningful change within Workspace. It opened doors to deeper cultural understanding, strengthened our relationships with Aboriginal and Torres Strait Islander communities, and reaffirmed our commitment to creating a workplace and business practices that contribute to reconciliation.

### *Building trust through listening and meaningful consultation.*

As we continue working towards fostering positive and effective partnerships between Workspace and Aboriginal and Torres Strait Islander peoples, we have come to deeply appreciate the

importance of genuine communication. Speaking and listening with care, refraining from assumptions, and embracing all perspectives—whether they seem immediately relevant or not—have been invaluable lessons.

We've learned to approach challenges and opportunities holistically, recognising that every voice contributes meaningfully to the journey, even if a particular viewpoint doesn't appear to directly align with a specific agenda or discussion topic at the time.

We are profoundly grateful for the trust, patience, and guidance that our Aboriginal and Torres Strait Islander colleagues have offered. Their insights and support continue to shape our journey of reconciliation, inspiring us to grow and improve every step of the way.

We recognise that the path to true reconciliation is both a profound and challenging journey, shaped by the unresolved injustices of the colonial past and their ongoing impact today. Along this journey, we have encountered honest and respectful truths that have sparked meaningful discussions, often leading us down unexpected yet essential paths of learning and deeper understanding. These moments have been pivotal in shaping our commitment to reconciliation and fostering genuine progress.

## SUCCESSSES

In a continued effort to foster diversity and inclusivity within our workplace, we embarked on a targeted recruitment approach that led to the successful employment of another full-time Aboriginal staff member. Alongside this, we also brought on several casual staff to help complete a series of large installations. These efforts were instrumental in supporting our expansion and our commitment to creating opportunities for Aboriginal and Torres Strait Islander employees.

One of the highlights of this initiative was our involvement in the Yalata community, where we provided furniture for both the Tullawon Heath Services and the Yalata Anangu School. This project not only allowed us to make a tangible difference but also strengthened our connection with the community.

In addition to our work in the Yalata community, we proudly supported the SANFL First Nation Round, a celebration of Aboriginal cultures and sport. We provided tickets for 45 of our employees, giving them the opportunity to take part in this important event and show our commitment to supporting First Peoples initiatives.

During NAIDOC Week 2024, we also joined forces with Villi's Bakery in a collaboration to support the Tjindu Foundation, an Aboriginal



AFL Academy. Through this partnership, we were able to make a meaningful contribution to the foundation's efforts, celebrating the achievements and aspirations of Aboriginal youth in sports and beyond.

As part of our ongoing commitment to celebrating and supporting First Peoples cultures, we also featured our Allure Chair adorned with First Peoples artwork during NAIDOC Week 2024. This special initiative highlighted the beauty and significance of First Peoples art while showcasing our collaboration with local artist. By incorporating these artworks into our products, we were able to honour and amplify First Peoples voices, adding an additional layer of cultural appreciation to our efforts during this important week.

This initiative, alongside our partnership with Villi's Bakery for the Tjindu Foundation, our involvement in the SANFL First Nation Round, and the significant installations in the Yalata community, further underscores our dedication to fostering meaningful relationships with Aboriginal communities and supporting First Peoples initiatives.

## **IMPROVEMENTS**

### *Expanding Aboriginal and Torres Strait Islander Employment Programs*

At Workspace, we take pride in our ongoing efforts to support First Peoples communities, but we understand that there is always room for growth and improvement. As a leader in the Australian furniture manufacturing industry, we are committed to fostering diversity and inclusion not just within our workplace, but also in the broader community. To continue making a positive impact, we are exploring a range of initiatives that will further support Aboriginal and Torres Strait Islander peoples and promote their cultural heritage.

### *Supporting Aboriginal and Torres Strait Islander Suppliers and Partners*

Expanding our support for First Peoples-owned businesses is another key area for improvement. Workspace could begin sourcing materials, artwork, and services from First Nations suppliers, helping to empower these entrepreneurs and support their economic development. This could range from commissioning First Peoples artists to create bespoke designs for our products, to working with First Peoples-led companies for furniture materials and production services. By investing in First Peoples businesses, we create a ripple effect that promotes sustainability and growth within these communities.

## *Becoming a Supply Nation Member*

As part of our commitment to supporting First Peoples businesses, Workspace has applied to become a member of Supply Nation. This initiative will open up new opportunities to connect with First Peoples suppliers and contractors, further embedding First Nations procurement practices into our operations. Becoming a Supply Nation member will help us build stronger, more meaningful relationships with First Peoples businesses and ensure that we continue to contribute to the economic empowerment of First Peoples communities.

Workspace is committed to being a positive force for change and leading the way in supporting Aboriginal and Torres Strait Islander peoples. As we look to the future, we recognise the importance of building on the initiatives we've already put in place. By expanding our employment programs, fostering cultural awareness, supporting First Peoples suppliers, and investing in long-term community development, we can help create a brighter, more inclusive future for Aboriginal and Torres Straits Islander peoples. Through these efforts, Workspace will not only continue to be a leader in the Australian furniture industry but also a strong ally to the First Peoples communities we serve.



# Relationships

The journey to continually foster new, and build existing relationships with Aboriginal and Torres Strait Islander peoples is important to Workspace in assisting our understanding of their connection to country. Moreover, it provides the platform for us to engage with them about business, and work on engagements that are mutually beneficial and respectful.

| 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                                                                                                                          | September (annually)      | CEO                                                                                        |
|                                                                                                                                        | • Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations                                                                                                                                        | May 2025                  | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator                        |
| 2. Build relationships through celebrating National Reconciliation Week (NRW)                                                          | • Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.                                                                                                                                                                     | May (annually)            | HR Manager, Marketing Coordinator                                                          |
|                                                                                                                                        | • Ensure RAP Working Group members participate in an external NRW event. Event depends on the availability                                                                                                                                                          | 27 May- 3 June (annually) | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator                        |
|                                                                                                                                        | • Onkaparinga Council NRW celebration                                                                                                                                                                                                                               |                           |                                                                                            |
|                                                                                                                                        | • 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) | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator                        |
|                                                                                                                                        | • Organise at least one NRW event each year                                                                                                                                                                                                                         | 27 May- 3 June (annually) | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator                        |
|                                                                                                                                        | • Register all our NRW events on Reconciliation Australia's NRW Website                                                                                                                                                                                             | May (annually)            | Quality and Environment Coordinator                                                        |
| 3. Promote reconciliation through our sphere of influence                                                                              | • Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce                                                                                                                                                       | May 2026                  | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator, Marketing Coordinator |
|                                                                                                                                        | • Communicate our commitment to reconciliation publicly                                                                                                                                                                                                             | April (annually)          | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator, Marketing Coordinator |
|                                                                                                                                        | • Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes                                                                                                                                                          | April (annually)          | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator, Marketing Coordinator |
|                                                                                                                                        | • Collaborate with organisations in the RAP network and/ or other like-minded organisations to develop innovative approaches to advance reconciliation                                                                                                              | May (annually)            | CEO, HR Manager                                                                            |
|                                                                                                                                        | • Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce                                                                                                                                                   | May 2026                  | Lead: CEO<br>Quality and Environment Coordinator, Marketing Coordinator                    |
|                                                                                                                                        | • Engage external stakeholders in our reconciliation journey by organising collaborative cultural awareness by offering our clients and suppliers the opportunity to learn about Aboriginal and Torres Strait Islander histories and cultures. (by our newsletters) | April (annually)          | Lead: CEO<br>Quality and Environment Coordinator, Marketing Coordinator                    |
|                                                                                                                                        | • Continue partnering with First Nation owned businesses, incorporating these collaborations into our procurement processes, and showcasing these partnerships to encourage others to support First Nations enterprises                                             | January (annually)        | Lead: CEO<br>Quality and Environment Coordinator, Marketing Coordinator                    |





# Relationships Continued

| Action                                                                                                          | Deliverable                                                                                                                                                  | Timeline           | Responsibility                                                          |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------|
| 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                                       | January 2025       | HR Manager                                                              |
|                                                                                                                 | • Develop, implement and communicate an anti-discrimination policy for our organisation                                                                      | January 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 | May 2025           | HR Manager                                                              |
|                                                                                                                 | • Educate senior leaders on the effects of racism                                                                                                            | January 2025       | HR Manager                                                              |
| 5. Hosting and participating in community events to foster stronger relationships and promote cultural exchange | • Workspace to be actively present in a minimum of one external event related to Aboriginal and Torres Strait Islander peoples                               | January (annually) | Lead: CEO<br>Quality and Environment Coordinator, Marketing Coordinator |
|                                                                                                                 | • Host community engagement events that bring together our clients, suppliers, and First Nations communities                                                 | August 2026        | Lead: CEO<br>Quality and Environment Coordinator, Marketing Coordinator |
|                                                                                                                 | • Seek opportunities to sponsor or support in-kind First Nations community events, teams or organising committees.                                           | June 2024          | Lead: CEO<br>Quality and Environment Coordinator, Marketing Coordinator |



# Respect

Values and Respect is the foundation of our companies Value Statement “VOICE”. Respect for all peoples, all cultures, all preferences and abilities. Our respectful partnership with First Nations peoples is a key driver to our commitment for self and community learning and improvement.

| Action                                                                                                                                                        | Deliverable                                                                                                                                                       | Timeline                          | Responsibility                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------------------------------------------|
| 6. 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.                                                                                            | January 2025                      | HR Manager                                                            |
|                                                                                                                                                               | • Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy                                 | May 2025                          | HR Manager, Quality & Environment Coordinator                         |
|                                                                                                                                                               | • Conduct a review and continue to communicate a cultural learning needs withing our organisation                                                                 | January 2026                      | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator   |
|                                                                                                                                                               | • Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning       | January 2025                      | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator   |
| 7. 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 | June 2025                         | Lead: CEO<br>Support: HR Manager, Quality and Environment Coordinator |
|                                                                                                                                                               | • Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country                      | May 2025                          | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator   |
|                                                                                                                                                               | • Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year            | May (annually)                    | CEO                                                                   |
|                                                                                                                                                               | • Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings                                                  | January 2025                      | HR Manager, Quality & Environment Coordinator                         |
| 8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week                                                  | • Ensure RAP Working Group to participate in an external NAIDOC Week event                                                                                        | First week in July, [2025 & 2026] | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator   |
|                                                                                                                                                               | • Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week                                                                      | July 2025                         | HR Manager                                                            |
|                                                                                                                                                               | • Promote and encourage participation in external NAIDOC events to all staff                                                                                      | First week in July, [2025 & 2026] | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator   |





# Opportunities

Workspace is committed to Australian manufacturing and the opportunities for apprenticeships and skills development for all. We recognise our role to provide employment opportunities to all Australians and accept the responsibility to specifically seek to engage with First Nations Australians and provide opportunities for career development.

| Action                                                                                                                                 | Deliverable                                                                                                                                                      | Timeline       | Responsibility                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------|
| 9. 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           | May 2025       | CEO, HR Manager                                                       |
|                                                                                                                                        | • Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy                         | January 2025   | CEO, HR Manager                                                       |
|                                                                                                                                        | • Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy                                    | May 2025       | HR Manager                                                            |
|                                                                                                                                        | • Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders                                                                | September 2025 | HR Manager                                                            |
|                                                                                                                                        | • Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace                   | January 2025   | HR Manager                                                            |
| 10. Foster a supportive and inclusive environment that encourages long-term retention                                                  | • Conduct quarterly feedback sessions with Aboriginal and Torres Strait Islander employees to understand their workplace experiences and address any challenges  | December 2026  | Lead: CEO<br>Support: HR Manager, Quality and Environment Coordinator |
|                                                                                                                                        | • Engage with Aboriginal and Torres Strait Islander employees to consult on First Nations Policy                                                                 | May 2026       | Lead: CEO<br>Support: HR Manager, Quality and Environment Coordinator |
| 11. Build career pathway programs tailored to support Aboriginal and Torres Strait Islander employees                                  | • Research best practice programs that support young First Nations students in the fields of apprenticeship and manufacturing                                    | August 2026    | HR Manager                                                            |
|                                                                                                                                        | • Develop a program aimed at supporting Aboriginal and Torres Strait Islander students and young professionals in the fields of apprenticeship and manufacturing | December 2026  | HR Manager                                                            |
|                                                                                                                                        | • Research mentorship and training programs tailored to support Aboriginal and Torres Strait Islander employees                                                  | May 2025       | HR Manager, Quality and Environment Coordinator                       |
|                                                                                                                                        | • Offer pathways for career development and leadership roles                                                                                                     | August 2025    | HR Manager                                                            |



# Opportunities Continued

| Action                                                                                                                  | Deliverable                                                                                                                                         | Timeline      | Responsibility                                                        |
|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------|
| 12. 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                                                               | May 2025      | CEO                                                                   |
|                                                                                                                         | • Investigate Supply Nation membership                                                                                                              | January 2025  | CEO, Quality and Environment Coordinator                              |
|                                                                                                                         | • Become a Supply Nation Member                                                                                                                     |               |                                                                       |
|                                                                                                                         | • Collaborate with First Aid Pro (Supply Nation certified business) for our First Aid training needs                                                | December 2026 | Lead: CEO<br>Support: HR Manager, Quality and Environment Coordinator |
|                                                                                                                         | • Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.       | January 2025  | HR Manager                                                            |
|                                                                                                                         | • Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | May 2025      | HR Manager, Quality and Environment Coordinator                       |
|                                                                                                                         | • <i>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</i>                                                 | May 2025      | CEO                                                                   |





# Governance

| Action                                                                                                                                | Deliverable                                                                                                                                                              | Timeline                                                 | Responsibility                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------|
| 13. 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                                                                                               | January 2025                                             | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator |
|                                                                                                                                       | • Establish and apply a Terms of Reference for the RWG                                                                                                                   | May 2025                                                 | Quality & Environment Coordinator                                   |
|                                                                                                                                       | • Meet at least four times per year to drive and monitor RAP implementation                                                                                              | February, May, August, November [2025, 2026]             | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator |
| 14. Provide appropriate support for effective implementation of RAP commitments                                                       | • Define resource needs for RAP implementation                                                                                                                           | January 2025                                             | Lead: CEO                                                           |
|                                                                                                                                       | • Continue to engage our senior leaders and other staff in the delivery of RAP commitments                                                                               | January 2025                                             | Lead: CEO                                                           |
|                                                                                                                                       | • Define and maintain appropriate systems to track, measure and report on RAP commitments                                                                                | January 2025                                             | Lead: CEO<br>Support: HR Manager, Quality & Environment Coordinator |
|                                                                                                                                       | • Maintain an internal RAP Champion from senior management                                                                                                               | January 2025                                             | CEO                                                                 |
| 15. 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, 2026] & annually                             | Quality & Environment Coordinator                                   |
|                                                                                                                                       | • Submit the annual RAP Impact Survey to Reconciliation Australia                                                                                                        | Deadline to submit: 30 September [2025, 2026] & annually | Quality & Environment Coordinator                                   |
|                                                                                                                                       | • Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey                                                                    | 1 August [2025, 2026] & annually                         | Quality & Environment Coordinator                                   |
|                                                                                                                                       | • Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP                                                                                | December 2026                                            | Quality & Environment Coordinator                                   |
|                                                                                                                                       | • Report RAP progress to all staff and senior leaders quarterly                                                                                                          | March, June, September, December [2025 & 2026]           | Quality & Environment Coordinator                                   |
|                                                                                                                                       | • Publicly report our RAP achievements, challenges and learnings, annually                                                                                               | October [2025 & 2026]                                    | Quality and Environment Coordinator                                 |
|                                                                                                                                       | • Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer                                                                               | June 2026                                                | CEO                                                                 |
|                                                                                                                                       |                                                                                                                                                                          |                                                          |                                                                     |
| 16. Continue our reconciliation journey by developing our next RAP                                                                    | • Register via Reconciliation Australia's website to begin developing our next RAP                                                                                       | June 2026                                                | Quality & Environment Coordinator                                   |

# Our Values - V.O.I.C.E

## Values and Respect

- We value to create an environment in which our people and customers feel welcome. We believe in delivering the best service with integrity along with enthusiasm. We are respectful, professional as well as unique. We celebrate differences, think creatively and continuously raising the bar.
- We respect each other. Respect guides all of our daily interactions – with each other, with our customers and with our products. Respect needs to come from the top down but also from the bottom up. It is about creating a working environment where all employees are listened to and valued. This means we always treat others in the way in which we wish to be treated ourselves. Morally, ethically and politically.
- Looking after the work area and removing any hazards as part of our day-to-day role is fundamentally about respect.
- Open and honest communication helps to build a respectful environment and polite criticism can make us better.
- Our Values are a journey, not a destination; we are always evolving and moving forward.

## Optimism

- We look at things with a positive eye and an open mind, trying to see the good in things first. We are continually planning and working for success, choosing to contribute rather than criticise and looking to the future with enthusiasm.
- We believe design thinking is a powerful tool for innovation. We believe in continual improvement and that our goals and outcomes must be measured. We believe in ourselves.
- We believe empathy is the foundation of any true relationship. We believe honouring differences makes us stronger. We believe we all have the capacity to learn, grow and become a better version of who we were yesterday.
- Everything we do is with an effort to foster an environment of optimism, even in the toughest of situations.

## Integrity

- Without integrity nothing else matters. It is honesty, trust, humility, and doing the right thing above all else. It is who we are.
- We honour commitments and we will never compromise ethics.
- The value of integrity applies to all our employees. It is vital we work with trust, transparency and honesty; and we always strive to demonstrate those characteristics in our daily work and in our dealing with our clients.

## Customer Centricity

- We think holistically, strategically, and we are proactive rather than reactive.
  - We aim to develop the respect of our customers, suppliers and employees by providing an environment of trust, teamwork and involvement of all parties. We respect all individuals and value their contributions.
  - Our customers are the reason for our success, and we are committed to listen and respond positively to their needs.
- We:
1. Solve for a specific customer need
  2. Focus on lifetime customer value
  3. Always look for product improvements
  4. Are passionate about happy customers
  5. Going above and beyond
  6. Crave our customer's feedback

## Efficiency Ethos

- Practical, Fast, Focused, Simple, Flexible, Save Cost.
- To achieve all this and more, and to remain profitable while doing so, we recognise the need for the organisation to show the highest levels of efficiency at all times and at all levels of the business. Every gear in the company is turned more efficiently when the work is focused yet fast, practical yet economical, flexible yet simple. We have always been about being able to do more with less. We believe in hard work and putting in the extra effort to get things done. We believe in operational excellence, and realise that there is always room for improvement in everything we do.
- We are obtaining the best possible outcome in the least wasteful manner by maintaining dynamic, relevant policies and procedures while consistently supporting a quality workforce.
- We grow because we take on new challenges. We must all not fear change and challenge, but to embrace it enthusiastically, and perhaps even more importantly, to encourage and drive it. We must never lose our sense of urgency in making improvements.
- Our efficiency ethos underpins our performance across the company.

# Key Contact



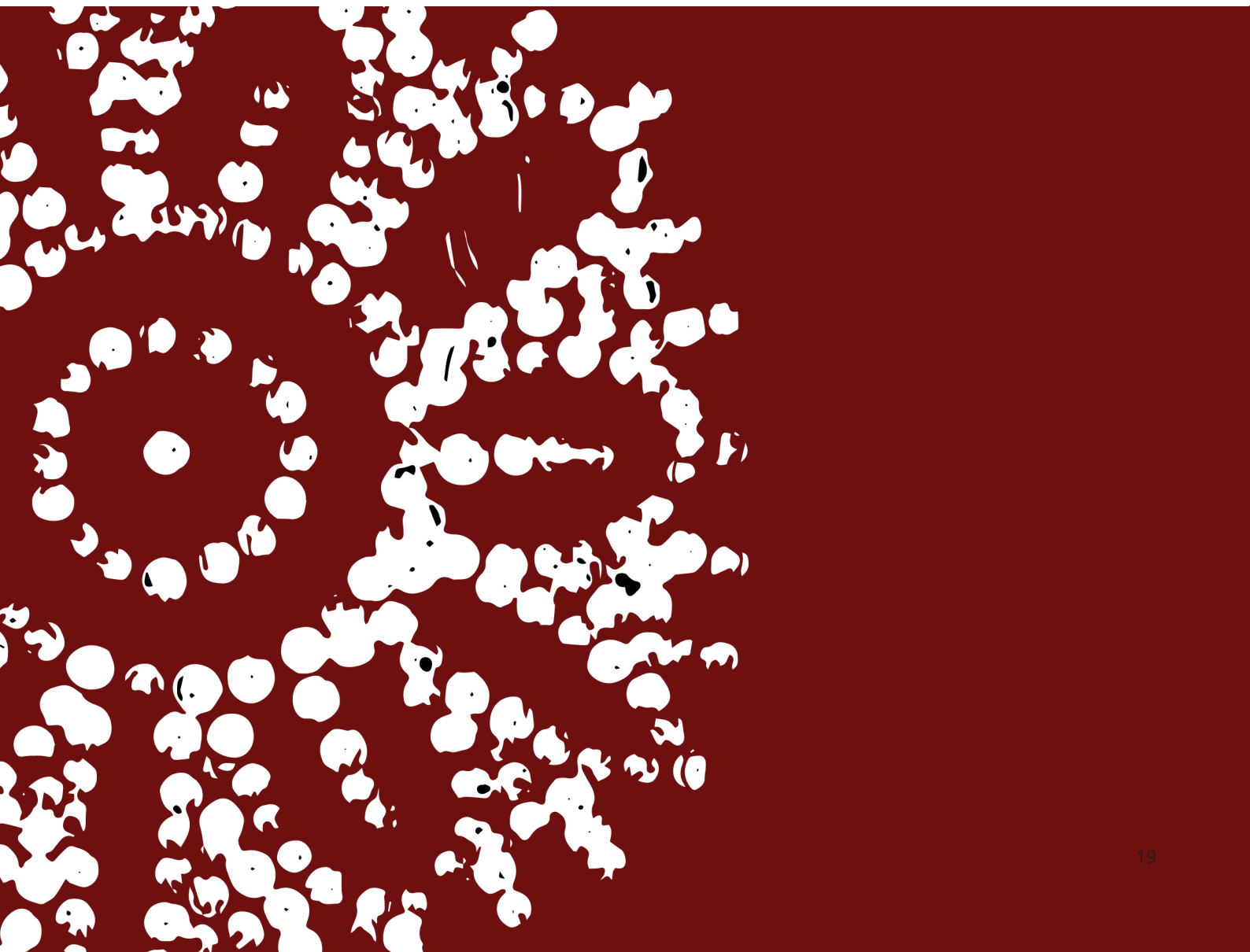
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