



Reconciliation Action Plan

February 2025 – February 2027

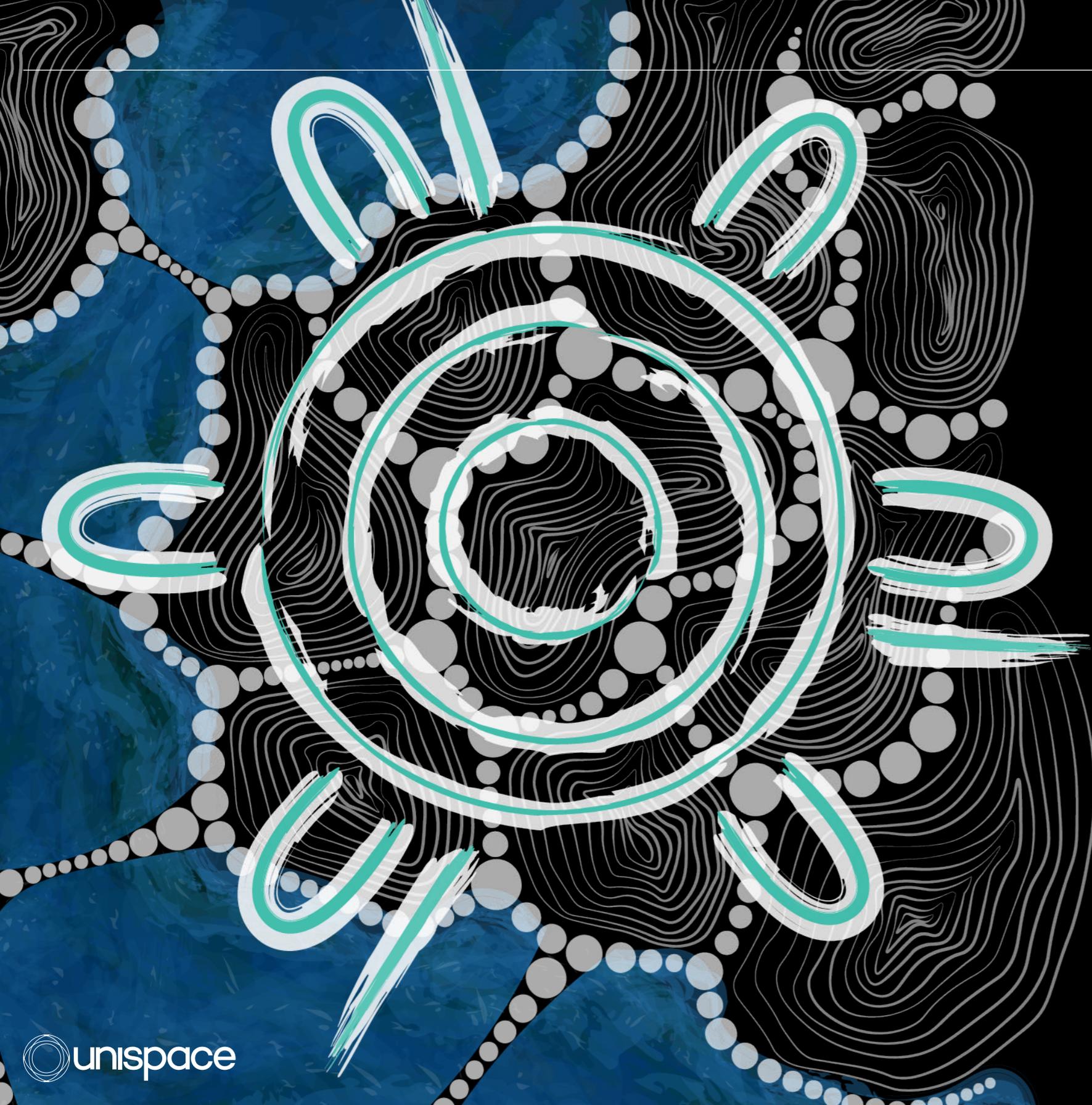


RECONCILIATION
ACTION PLAN

INNOVATE

VERSION 1.0

Spark Brilliance.



ACKNOWLEDGMENT OF COUNTRY

Unispace acknowledges the
Traditional Custodians of the land
on which we live, work and learn.

We pay our respects to all
First Nations Peoples and their
Elders past and present.

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About the artwork

Our artwork, ‘Together Across Rivers’, which features throughout this RAP, is by Dylan Barnes.

The artwork represents a global, interconnected community that is able to share, uplift, and create together regardless of geographical barriers. Utilising the new colours of Unispace, this artwork expresses Unispace’s values of creating global communities, innovation, and communication.



The patches of red, yellow, and orange represent Country’s diverse landscapes that are found all across the world. The white lines within each patch represent the layers of dirt and minerals in each diverse landscape across the world. These layers hold thousands of years of stories and knowledge that everyone can access no matter their position on Earth. Between each patch is an interwoven trail of white dots.

These dots represent walking paths where communities travel across the varied landscapes to connect with other communities and share knowledge with each other. These walking paths span across the endless depths of our oceans, rivers, and waterways which connect different nations and communities together.

The large white concentric circles represent the global communities of Unispace. Even though these communities are separated by large bodies of water, Unispace is able to create global pathways that inspire communication, innovation, and timeless connection.

About the artist: Dylan Barnes

Dylan is a proud Wiradjuri person, born and raised on the Central Coast with cultural connections to the Ngardi people of East Arnhem Land and the Darkinjung people of the Central Coast.

Dylan is studying a Bachelor of Arts majoring in Indigenous Studies and Politics at Macquarie University. They have completed commissions for the NSW Waratahs, NSW Trustee and Guardian, Macquarie University Arts Faculty, Macquarie University Gym, AMP, and many others. Through their academic and artistic career, they strive to uplift Indigenous and LGBTIQ+ voices and perspectives to create a safer and culturally diverse community for our LGBTIQ+ and Indigenous siblings.

As well as being an integral element of our RAP document, Dylan’s digital work is incorporated in our internal and external material, serving as a daily reminder to employees and clients of our commitment to reconciliation.



Mawambul Dargin Yiramir-Galang

‘Together Across Rivers’ in Wiradjuri Language by Dylan Barnes

YarnnUp: Unispace's First Nations consultants

Unispace is proud to partner with YarnnUp in the development, endorsement, and implementation of our first Innovate RAP, reinforcing our ongoing commitment to reconciliation.

YarnnUp is a First Nations-led agency specialising in engagement, strategy, and design. Headquartered in South Eveleigh, NSW, YarnnUp supports organisations working towards active reconciliation by providing the knowledge, skills, and strategic direction needed to create authentic change.

Through policy reform, cultural transformation, training, and creative storytelling, YarnnUp helps organisations embed First Nations knowledge into their structures and initiatives. Their expertise ensures reconciliation efforts move beyond compliance to create meaningful, community-led impact that drives lasting social and cultural change.

The YarnnUp team



A message from our CEO

I am pleased to share with you our organisation's Reconciliation Action Plan (RAP) – our commitment to building a more inclusive and equitable future.

As the CEO of Unispace, it is my privilege to lead a company that values diversity, equity, inclusion and belonging (DEIB), and recognises the importance of reconciliation with Aboriginal and Torres Strait Islander peoples.



Our RAP signifies our active participation in the journey towards reconciliation and our unwavering commitment to creating success with, and alongside Aboriginal and Torres Strait Islander peoples.

We believe in creating workplaces and communities that foster a sense of belonging for everyone, including Aboriginal and Torres Strait Islander peoples. Through this plan, we aim to strengthen relationships, respect First Nations culture, and promote opportunities for collaboration and economic participation.

Over the past few years, Unispace has increased our procurement spend with Supply Nation and Kinaway. We look for opportunities to source services, materials and furniture, fixtures and equipment (FF&E) from local First Nations and social suppliers. We have recently implemented a new global supplier management system, the Unispace Partner Portal, which captures our supplier diversity statistics and spend, and provides necessary insights to identify opportunities for diverse suppliers. These are significant steps forward in ensuring we are delivering on our RAP vision by actively seeking out supply chain partnerships with First Nations businesses.

I am proud to have a team of dedicated professionals by my side who share in this vision. Our employees have embraced the importance of reconciliation and have actively contributed to the development of our RAP. Together, we will work collaboratively to ensure its successful implementation and to advance opportunities for First Nations peoples.

We also have the unique privilege of supporting our clients to achieve aspects of their RAPs, through their workplace fit out. Engaging First Nations consultants in the design process to incorporate local culture, creating connection with local First Peoples and a sense of belonging.

At Unispace, we firmly believe that reconciliation is not a destination but a continuous journey. We understand that genuine progress requires ongoing effort, education and open dialogue. By continuously evaluating our actions and learning from First Nations communities, we will adapt and innovate our approach to best serve the needs of all.

Our RAP is a steadfast commitment that we will uphold and grow over time. We are excited and honoured to embark on this important journey, to collaborate and learn from First Nations employees, partners, suppliers, and leaders, and importantly, to create positive change within Unispace and beyond.

In a previous role Emma founded *CBRE's Indigenous Centre of Excellence*, an initiative aiming to *increase supply chain diversity and connect First Nations organisations with business opportunities* through the company and its client base.

Emma was an *independent board member of Latitude 12*, a joint venture start up representing *East and West Arnhem Local Government Association in the Northern Territory*.

Emma is passionate about promoting supply chain diversity and growing the success and access of First Nations organisations and communities.

A message from Reconciliation Australia's CEO

Reconciliation Australia commends Unispace 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.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

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 Unispace 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, Unispace will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

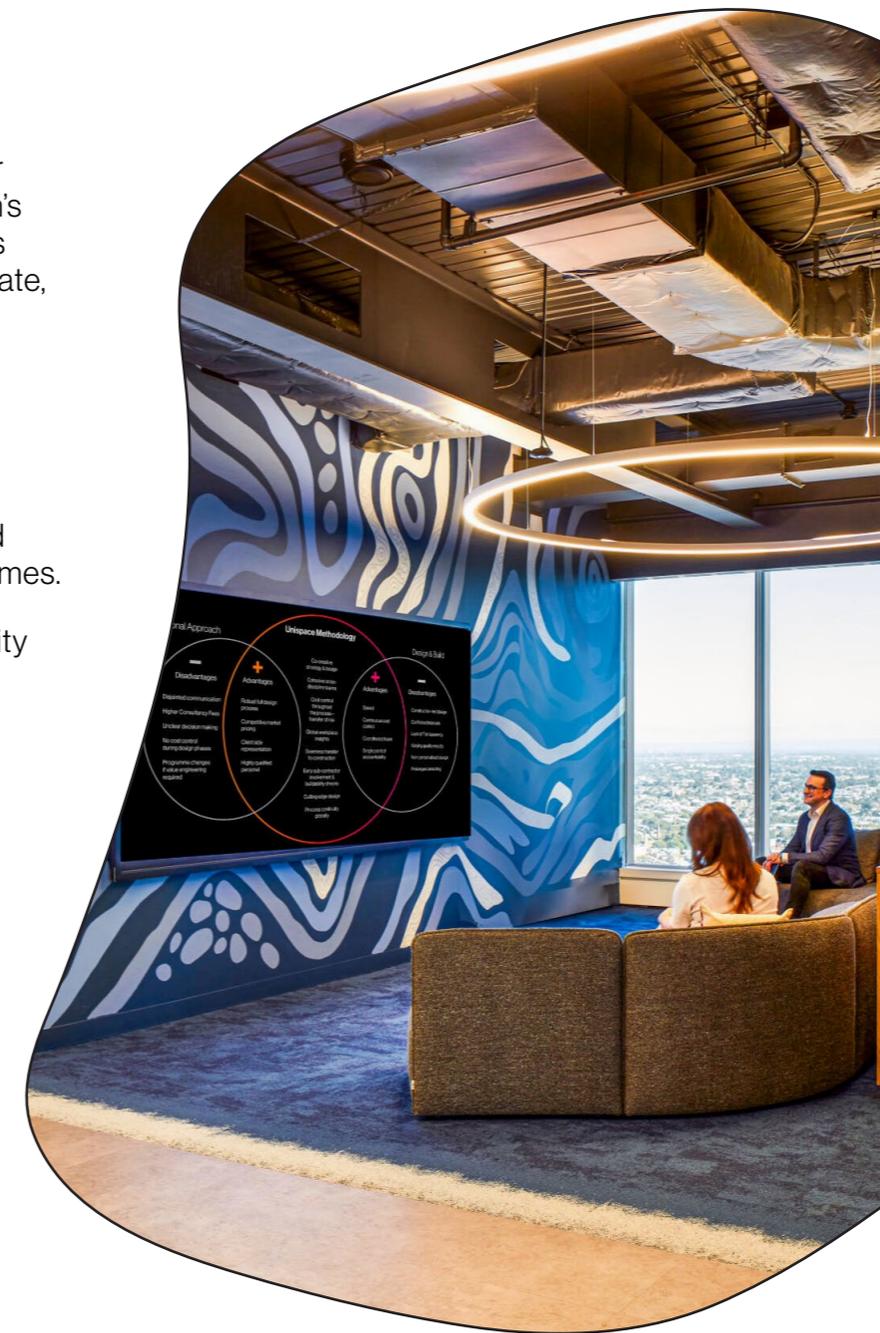
An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait 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. Unispace 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 Unispace'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 Unispace on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Our business

Unispace is a global strategy, design and construction leader creating experiential, people-centric spaces for a rapidly-changing world.

We connect and inspire people and places, providing a seamless and agile end-to-end workplace strategy, interior design and delivery experience, to deliver creative office environments for global brands.

We work with our corporate clients to understand what their vision is for their business, and what their employees need from their workplace. Once the strategy for the space is defined, our interior designers develop a design concept in line with our clients' objectives and our internally developed Designing for Country planning and materiality principals. Our construction team then utilises Supply Nation to seek opportunities to partner with First Nations suppliers to deliver client's vision.

Unispace was founded in 2010 and is an Australian business success story with a global footprint of over 50 studios, operating in more than 26 countries around the world, ready to lead the world in workplace creation. Our Australian headquarters are on Gadigal land in Sydney's CBD with studio locations also located in Melbourne, Perth, Adelaide and Brisbane, and operations in regional areas surrounding these studio locations.

Unispace Australia employs around 140 people and engages thousands of subcontractors. We currently don't have any staff who identify as Aboriginal and Torres Strait Islander peoples, although we have the systems in place to identify via on boarding.

We have expertise across various industries, providing workplace solutions for companies across various sectors including: technology; financial services; professional services; healthcare and life sciences; and retail and consumer goods. Since our inception, Unispace has delivered over 5,500 workplace projects and designed and constructed spaces spanning 465,000 sqm.

Unispace is driven by our people, our culture, and our values. Our team is unified by connection and belonging. People are central to the work we do, and we prioritise creating an inclusive environment where all employees feel safe and valued. This commitment is reflected in our Diversity, Equity, Inclusion, and Belonging (DEIB) Policy which is integral to our recruitment, through our projects and the subcontractors and suppliers that we partner with.

By combining global reach with local expertise, we have positioned Unispace as a leader in shaping modern workplaces across various industries and geographies. Through our footprint and sphere of influence across multiple sectors, clients, subcontractors, and people who use the spaces we create, we demonstrate a commitment and track record working with First Nations peoples and businesses in Australia.

Our sphere of influence covers six key areas:

Our internal operations

We are a member of Supply Nation and partner with First Nations businesses through our own internal operations (e.g. catering, supplies, gifts, events).

Our subcontractors and partners

We engage a large number of subcontractors through the delivery of our projects and seek opportunities to partner with appropriately qualified First Nation's businesses and individuals.

Our industry

We actively engage in DEIB conversations across our industry and through partnerships with industry bodies, including CoreNet (an employee and member of the RAP Working Group is also the CoreNet DE&I Executive), NAWIC and PIF.

Our internal people

We educate our people and support their engagement with First Nations communities.

Our clients' businesses and people

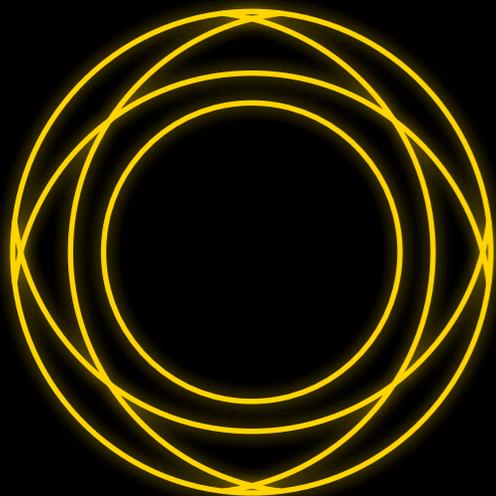
By designing spaces that engage with and consider connection to the local community, we can help to educate our client's employees, celebrate the local First Nations community, history and stories, and drive greater connection and sense of belonging.

Our client projects

We partner with our client's to support their RAP objectives through the delivery of their workplace. This may involve engaging First Nations consultants or subcontractors, acquiring furniture and accessories produced by First Nations communities and considering connection to the local community, flora, fauna and land in the design of the space.

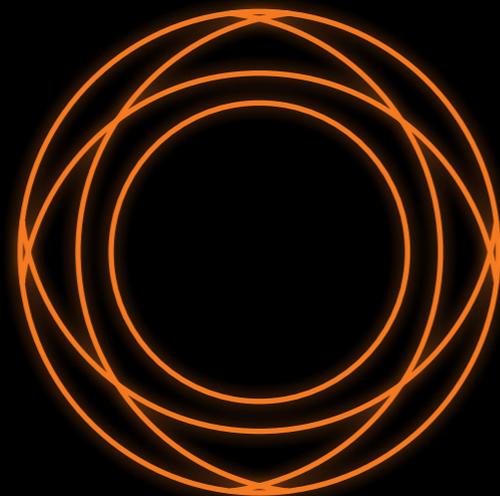
Our value alignment

Our work is guided by a set of core values outlined below that emphasise collaboration, creativity, and commitment to both clients and employees. These values shape our company culture and guide our approach to workplace design and client relationships, ensuring a holistic focus on well-being and community impact. We stand by our values that permeate all we do:



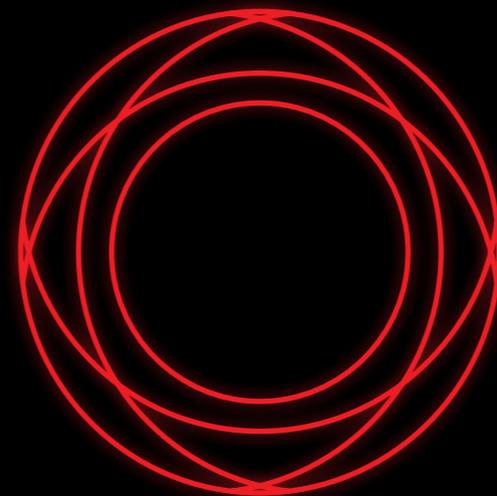
Care deeply

We are devoted to the people and communities around us, including Aboriginal and Torres Strait Islander peoples. We create spaces where everyone can belong.



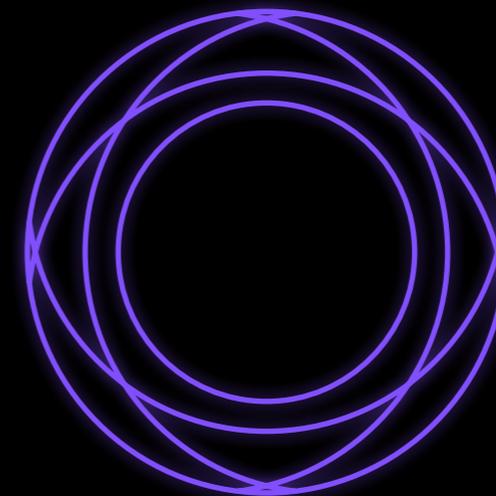
Build trust

Our partnerships with Aboriginal and Torres Strait Islander groups, companies and individuals are built on respect, quality, understanding and commitment to success.



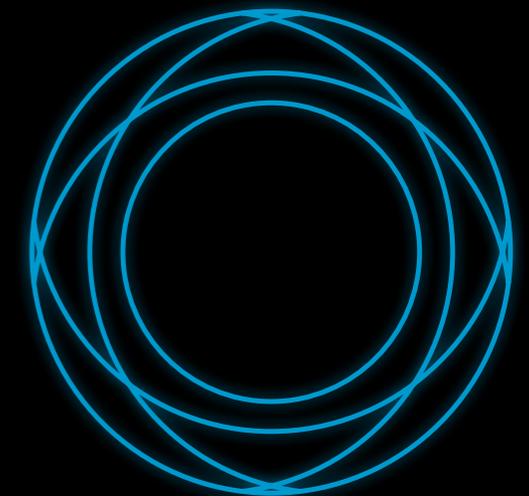
Take action

We are sincere in our commitment to reconciliation and deliver on our promises made in this RAP.



Bring our best

Reconciliation is an ongoing process that deserves the best from us, and likewise, we deserve the best from each other. We bring creativity, excitement and excellence to our RAP and our actions.



One team

We work together in partnership with Aboriginal and Torres Strait Islander groups, companies and individuals to deliver outstanding results for our communities and our people.

Our vision for reconciliation

Our vision for reconciliation is to create a future where there is better understanding, opportunity and respect for Aboriginal and Torres Strait Islander peoples both within Unispace and across our industry.

We aspire to embed diversity across our workplace, and drive respect for Aboriginal and Torres Strait Islander peoples, communities, and histories through our company culture and organisational frameworks.

We want to create an environment where our teams appreciate and welcome differences, and our people feel empowered and celebrated. We want to create a diverse and inclusive workforce that is respectful of cultural differences, recognising that reconciliation forms part of acknowledging our past and focusing on a just, equitable and reconciled future.

Our vision is to create access and opportunity for Aboriginal and Torres Strait Islander peoples through employment pathways and across our supply chains.

By growing our Supplier Diversity Program to increase procurement opportunities, we can improve outcomes for First Nations businesses and build relationships that we rely on to educate us, collaborate with us, and push us to know and do better.

Our focus will be on leveraging our sphere of influence to realise a broader social impact, with an aspiration to lead the workplace design and construction industry in championing First Nations engagement.

We aspire to multiply our impact working with our clients to identify and achieve their reconciliation goals.

Our one-team approach to workplace strategy, design and construction means that we're uniquely positioned to help our clients drive impact across their employee engagement, supplier, and customer ecosystems.



Embedding reconciliation at Unispace

Our approach to embedding reconciliation

At Unispace, we have a deep commitment to working with First Nations peoples authentically representing connections to Country in workplace designs and demonstrated engagement with Aboriginal and Torres Strait Islander peoples and businesses both within our business and across supply chains.

We are passionate about the need for corporations to educate their team members, suppliers and contractors on the importance of engaging with First Nations peoples, organisations, and communities by celebrating, connecting and meaningful engagement to create enduring respect, recognition and a sense of belonging.

At Unispace, creating a lasting, positive impact in the communities in which we live and work is core to who we are. Since our inception in 2010, we've been committed to giving back to the community through pro bono work and community partnerships. We acknowledge the impact of architecture and design in enhancing individual lives and society, and the impact that Unispace has — and can have — in this area.

Our developing Environmental, Social, and Governance (ESG) frameworks shape our corporate responsibility and social impact. We celebrate differences and believe that embedding inclusive and ESG practices is a moral and global imperative.

We believe embedding inclusive principles in everything we do is both a privilege and a responsibility. We're focused on driving impact through our inclusion framework, collaboration across our team, our projects, and our client relationships. Inclusion is embedded in our business through our Five Pillar Plan centred on:

Workforce:

Developing and retaining a diverse pipeline of talent

Workplace:

Empowering teams to advance inclusion

Supplier Diversity:

Creating access and opportunity for diverse vendors

Community Engagement:

Create and grow partnerships across community

Industry, peer-to-peer:

Engaging through partnerships across industry

Our sense of social responsibility is a reflection of our culture which is grounded in our DEIB policy. We have made DEIB a core part of our organisational strategy, with the Commercial Property Executive (CPE) Influence Awards awarding us gold for the Most Effective Diversity, Equity and Inclusion (DEI) Program in 2023.

By embedding DEIB principles throughout our culture, workplace design, and business practices, Unispace aims to create an environment where all employees feel valued, respected, and that they truly belong. We are focused on creating an environment where our teams appreciate and welcome differences, and our people feel empowered and celebrated.

Our commitment is echoed in our Corporate Social Responsibility (CSR) framework, Impact, through community engagement, sustainability, and social responsibility across our operations. It is built on four pillars, permeating much of our everyday work:

Society:

Driving positive social change where we work

Clients and Suppliers:

Creating sustainable projects with like-minded partners

Environment:

Minimising our environmental impact

Workplaces:

Supporting sustainable spaces that inspire our people

Through our sphere of influence, we actively facilitate and engage in DEIB conversations across our industry and with industry bodies including National Women in Construction (NAWIC), Property Industry Foundation (PIF) and CoreNet. A member of our RAP Working Group, is also the CoreNet Diversity, Equity and Inclusion Executive.

Across our Australian operations, we have a demonstrated track record working across communities and charities and are honoured to partner with not-for-profit and community organisations such as *Clean Up Australia, MATES in Construction, Australia's Biggest Morning Tea, Black Dog Institute and Cerebral Palsy Alliance (STEPtember)* as well as supporting *homeless youth and the Sydney Girls and Boys Brigade* through our sponsorship of the *Property Industry Foundation*.

Celebrating First Nations culture

Our frameworks for inclusion, diversity and social responsibility embedded across our workplace inform our approach to First Nations peoples and recognition of their rich histories, diversity and cultures across communities.

We have built a culture at Unispace that recognises culturally significant dates and events as important initiatives that emphasise reflection, awareness, and action towards reconciliation and cultural understanding. As part of NAIDOC Week this year we celebrated the theme 'Blak, loud and proud' during our weekly Tuesday 'Huddle' for all staff nationally where we held a presentation on NAIDOC week with an Acknowledgment of Country.

We also shared information via an email to all staff outlining all events advertised for NAIDOC Week in each of the states we have studios, and invited all our teams to get involved and grow their knowledge. Information also included a range of tools to deepen awareness including: educational videos; Black Magic Women podcast; TedEx talk by Jacinta Koolmatrie on The myth of Aboriginal stories being myths; and a guide to using respectful language.

We also held a Lunch & Learn session where we shared a webinar "Acknowledgement of Country Making Yours Meaningful" which was shared with all Australia team members. Our participation in these events echoes our commitment to reconciliation actions and willingness to drive change.

Embedding reconciliation across our disciplines

Designing with Country

At Unispace, our goal is to create spaces where everyone belongs. We want to create inclusive spaces where under-represented voices are amplified, and everyone feels empowered to bring their authentic selves to work.

Much of our work at Unispace centres on a demonstrated commitment to incorporating local culture and indigenous elements in our workplace designs across projects globally. We have developed a "Designing With Country" handbook to guide all our designers in this process.

Supplier diversity in Delivery

We believe that inclusive procurement creates access and opportunity for all. We are a proud member of Supply Nation, that helps promote, support, and connect businesses to foster economic development and create opportunities for First Nations suppliers. We have a number of First Nations businesses inducted into our supplier portal and we are committed to supplier diversity and representation across our operations and client projects. We regularly source services, materials and furniture, fixtures and equipment (FF&E) from local First Nations suppliers including Koskela, Willie Weston, Winya, Zenith RBA and Materialised to support local industry.

We have recently implemented a new global supplier management system, the Unispace Partner Portal (UPP) which enables us to capture our supplier diversity statistics and spend, and provide insights to identify opportunities to onboard suppliers. Rolled out in 2023, the UPP also allows us to assess suppliers prior to starting business relationships through a questionnaire, providing better visibility and helping us to align suppliers with our ethical and Environmental, Social, and Governance (ESG) standards.

We are able to track metrics for First Nations participation and Supply Nation certified companies across our projects via SignonSite. Via monthly reports for each site, we have visibility on First Nations subcontractors which enables us to record trends, track any minimum participation commitments and objectives we set for ourselves as a business.

It is an important tool in our efforts to promote sustainable and ethical behaviours across our operations and supply chains, work with suppliers that share Unispace's values, and ensure suppliers meet our standards for worker conditions and ethical practices. For First Nations suppliers, the UPP presents an avenue to demonstrate their strong ESG standards, and highlight their unique cultural perspectives and contributions to our supply chain.

Designing with Country

Our philosophy emphasises creating spaces that honour local cultures to deepen connections and foster a sense of belonging.

By collaborating with First Nations peoples and communities and supporting diverse suppliers, we demonstrate a strong commitment to creating workplaces that reflect and respect the countries and cultures in which we operate.

In Australia, designing with Country is inherent to what we do as a business, it is who we are and core to our identity. We have a strong track record working with external First Nations peoples and cultural consultants designing with Country for key brands to create unique spaces.

At the heart of this process is planning for spaces based on three key considerations drawn from Country to create a sense of belonging, movement and connection:

-  Track: The link of movement and connection.
-  Camp: the place of meeting and ceremonial sites.
-  Ritual: Passing on knowledge and lores from the natural world into the future past and present.

Our concept design process then draws on three aspects of Country to inform visual connections:

Geography: Context of the project site in relation to the Country it belongs to, including topography, geology, hydrology, flora and fauna.

Anthropology: Focuses on the perspective of local First Nations peoples, historically and currently, including language, traditional practices, creation stories, flora and fauna of significance and sacred sites.

Community and agency: A genuine, respectful and meaningful engagement where members from the community are included throughout the project.

These processes translate into the creation of workspaces across Australia that are culturally rich, environmentally conscious, and deeply connected to the local context, while still meeting the functional needs of modern businesses. Our projects demonstrate positive progress in the reconciliation space and our knowledge and understanding of the rich and varied histories of Aboriginal and Torres Strait Islander peoples, their connection to Country and the importance of creating workplaces with a First Nations lens to inform learning and understanding on our journey towards reconciliation.

Through our sphere of influence, we engage a large number of subcontractors through the delivery of our projects and work with appropriately qualified First Nation's businesses and individuals. We partner with our clients to support the achievement of their RAP through the delivery of their workplace. This may involve engaging First Nations consultants or subcontractors, acquiring furniture, finishings and accessories produced by First Nations communities and considering connection to the local community in the design of the space.

By designing spaces that engage with and consider connection to the local community, we also help to educate our client's employees, celebrate local First Nations peoples' communities, histories and stories, and drive greater connection and sense of belonging.



The foundations of our RAP

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The foundations of our RAP

We are proud of our actions to date and our progress so far on our journey towards reconciliation. While we have made inroads on our journey in the engagement with First Nations communities, organisations and peoples, and level of awareness across our workplace, Unispace acknowledges there is more to be done.

Building knowledge through cultural awareness

Unispace recognises the importance of increasing cultural awareness as a pivotal component of our Innovate RAP. Understanding more about the unique histories, cultures and knowledge of Aboriginal and Torres Strait Islander peoples is not only central to reconciliation, but aligns with our DEIB aspirations to increase diverse perspectives that can foster innovation and creativity.

Through improved learning and cultural training, we hope to create an environment where employees from all cultural and socioeconomic backgrounds, genders, ages, and abilities can contribute their unique experiences, enhancing workplace dynamics to drive better problem-solving and decision-making.

We are also well placed to raise cultural awareness of First Nations peoples through our sphere of influence by educating our clients and collaborating with partners in the industry through knowledge-sharing events including hosting workshops, seminars, and creating platforms for dialogue on integrating First Nations perspectives into commercial design and construction.

Through improved cultural learning across our employees, we can also further entrench awareness and recognition of First Nations peoples through culturally significant events.

We will continue to celebrate key dates of cultural significance such as NAIDOC Week, and expand this to honour and share First Nations histories and cultures among staff through National Reconciliation Week (NRW) and other important dates such as National Close the Gap day.

As a mark of genuine respect and acknowledgement, we can explore the histories and cultures of the Traditional Custodians of the lands upon which the Unispace offices reside. Understanding the Traditional Custodians of our headquarters, studio offices and regional presence across Australia is an important aspect of recognising and respecting Aboriginal and Torres Strait Islander peoples' connection to Country and will help inform our everyday work.

We can explore a local community engagement strategy and through genuine and meaningful connections with local Elders, First Nations communities and stakeholders, we can both enhance our cultural understanding, and enrich our design process by further incorporating First Nations design principles to create more meaningful and culturally resonant spaces.

Opening pathways for employment

Opportunities within the design and construction sector have historically been limited for Aboriginal and Torres Strait Islander peoples. Our Innovate RAP presents opportunities for us to help close the gap by increasing employment pathways and opportunities both at Unispace and across our sector. To start, we can look within, and build our profile and capabilities as a First Nations employer of choice. Our commitment to our people means that Unispace can take a proactive approach to growing Aboriginal and Torres Strait Islander talent, enabling us to create workplaces and workplace cultures that truly reflect our modern-day world.

Fundamental to this is creating a culturally inclusive and safe environment through cultural awareness training for all staff to foster understanding and respect for First Nations peoples, cultures and perspectives. We can explore the development of a First Nations employment plan as best practice with a culturally inclusive recruitment process; supportive onboarding practices; and flexible work arrangements around culturally significant days and events, such as extending bereavement leave options for employees who identify as Aboriginal and Torres Strait Islander peoples.

We can further benefit by utilising advertising channels such as: Koori Mail, Career Trackers, Indigenous Employment Australia and; engaging First Nations

employment specialists in our industry; and learning from other companies such as McGregor Coxall further along their journey towards reconciliation around best practice in human resources.

Identifying champions for success to promote the benefits of a career with us can broaden our reach to First Nations communities, attract candidates and endorse Unispace as a preferred employer.

We are excited about playing a role in uncovering new opportunities in the workplace design and construction industry for Aboriginal and Torres Strait Islander peoples. We will investigate ways we can offer development opportunities through sponsorship, mentoring and internship programs at Unispace and through our sphere of influence.

We will investigate collaborations with vocational and educational institutions in each state where we have a presence to help build pathways to careers in architectural drafting, building design, construction management, and related fields to help close the gap in employment for First Nations peoples across our industry.

We also see scope to increase First Nations workforce participation by partnering with First Nations Employment Pathways and working collaboratively with organisations such as Intract to bring ongoing employment and upskilling opportunities to Aboriginal and Torres Strait Islander peoples within the construction space.

Growing supplier diversity through procurement

Through our sphere of influence, we are uniquely positioned to improve opportunities for Aboriginal and Torres Strait Islander peoples across our supplier, and customer ecosystems. We are focused on growing our Supplier Diversity Program, creating access and opportunity for First Nations vendors across our business.

Through more inclusive and diverse procurement we can create better access and improve opportunity, our innovation, competitiveness, and make Unispace a better global citizen. We can look to assess our Supplier Diversity Program and investigate where there are further opportunities for us to better support First Nations business across our ecosystem, where we can build mutually beneficial relationships that educate us, collaborate with us and inspire us to be and do better.

Building our community engagement

As part of our Five Pillar Plan to embed inclusion in our business, we are excited to collaborate with communities to build and grow meaningful relationships that will drive positive impact.

We intend to build on our demonstrated track record working across communities and charities and explore any existing connections across our staff, support where we can with the possibility of aligning these relationships with our organisational DEIB, and Corporate Social Responsibility frameworks.

RAP Governance

Our internal RAP Working Group (RWG) will be integral to our reconciliation journey. Our RWG includes team members from across our different disciplines, including People & Culture, Sales, Design, Delivery and Marketing, and management levels. This group will be empowered to identify and develop ideas through which we can improve cultural awareness and achieve our action plan.

The RWG will be supported by YarnnUp who will continue to be engaged as our formal external advisory partner to ensure that our governance processes are driven with accountability, effectiveness, efficiency and are culturally appropriate. As we progress on this journey, we will look to expand First Nations cultural engagement and support by encouraging and inviting stakeholders to get involved with and contribute to our reconciliation journey.

RAP Working Group

	RWG ROLE	TITLE
	Executive Sponsor	Emma Forster Mitrovski, CEO Australia and New Zealand (ANZ)
	RAP Champion and RWG Chair	Lauren Griffin, People & Culture, Australia and New Zealand (ANZ)
	Member	Kevin McCabe Managing Director (MD) Australia (AU)
	Member	Karen Garrett, Sustainability Manager, Australia (AU)
	Member	Kara Welch, Associate Pursuits
	Member	Eliza Kelly, Senior Designer
	Member	Liz Hoehnke, Strategic Partnerships, Australia and New Zealand (ANZ)
	Member	David Burke, Head of Delivery, Australia

	RWG ROLE	TITLE
	Member	Kirsty Edwards, Executive Assistant
	Member	Adriana Bainbridge, Studio Manager
	Member	Annabel Dundas, Creative & Managing Director, Downstream Australia and New Zealand (ANZ)
	Member	Christian Araujo, Senior Project Manager, Delivery
	Member	Calvin Wong, Assistant Project Manager, Delivery
	Member	Robert Collins, Senior Associate, Design
	Member	Emma Vos, Senior Associate, Strategy
	Member	YarnnUp First Nations Advisor

Our RAP actions



Relationships

At Unispace, we are passionate about people, experiences, and the world around us. Whether it's with our clients, partners, suppliers or our own team members, fostering meaningful connections is at the heart of everything we do. We know that building strong and meaningful relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities will enable us to have the greatest impact in achieving our vision for reconciliation.

As a workplace design and construction company, strong relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities shape not only our workplace, but workplaces and corporate cultures across Australia. These relationships help our people welcome and appreciate differences, make First Nations peoples feel empowered and celebrated, and also mean we can work with our clients to identify and achieve their reconciliation goals.

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	April 2025	Lead: Managing Director AU Support: Strategic Partnerships, ANZ, Senior Associate, Design (Perth), Creative & Managing Director, Downstream ANZ (Melbourne) Associate Pursuits (Brisbane), Senior Designer (Sydney)
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	Creative & Managing Director, Downstream ANZ
	Meet with First Nations stakeholders and organisations across each state in which we operate to develop guiding principles for future engagement.	September 2025	Lead: Senior Designer Support: Senior Associate, Design (Perth), Creative & Managing Director, Downstream ANZ (Melbourne) Associate Pursuits (Brisbane)
	Inform our design and delivery teams of identified stakeholders and organisations, as a reference point for future engagement with First Nations artists, suppliers and subcontractors.	December 2025	Lead: Senior Designer Support: Senior Project Manager, Delivery
	Review capacity for each post project case study to encompass reconciliation goals & actions captured across the project journey.	April 2025	Lead: Sustainability Manager, AU Support: Associate Pursuits
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2025	Lead: Creative & Managing Director, Downstream ANZ Support: Senior Project Manager, Delivery
2. Build relationships through celebrating National Reconciliation Week (NRW).	Introduce our team to NRW by circulating resources and materials.	May 2025, May 2026	Lead: Executive Assistant Support: Studio Manager
	Have RAP Working Group members participate in external NRW events.	27 May – 3 June each year	Lead: Sustainability Manager, AU Support: Associate Pursuits
	Encourage our team to attend at least one NRW event.	27 May - 3 June, each year	CEO ANZ
	Organise and hold at least one internal NRW event each year.	27 May - 3 June, each year	CEO ANZ
	Register our NRW events on Reconciliation Australia's NRW Website.	May 2025, May 2026	Lead: Sustainability Manager, AU Support: Associate Pursuits



Relationships

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
3. Promote reconciliation and our RAP through our sphere of influence.	Develop and implement a staff engagement strategy to educate all staff on our reconciliation commitment and responsibilities within our RAP.	July 2025	Lead: CEO ANZ Support: Sustainability Manager, Australia
	Identify and connect with other RAP organisations to collaborate on our journey.	September 2025	Lead: Managing Director AU Support: Strategic Partnerships, ANZ
	Amend People & Performance onboarding documents to include reference to our RAP.	April 2025	People & Culture, ANZ
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2025	Lead: Managing Director AU Support: Strategic Partnerships, ANZ
	Publish our Innovate RAP on our intranet for easy access by our team upon receiving formal endorsement from Reconciliation Australia.	April 2025	Associate, Pursuits
	Explore opportunities across knowledge building platforms (i.e. workshops, seminars) to positively influence our external stakeholders to drive reconciliation outcomes through our sphere of influence.	September 2025	Lead: Senior Associate, Strategy Support: Head of Delivery, Australia
	Encourage community participation in internal and external events online, in meetings, and at events.	September 2025	Lead: Creative & Managing Director, Downstream ANZ Support: Senior Associate, Design (Perth), Associate Pursuits (Brisbane), Senior Designer (Sydney)
	Communicate our commitment to reconciliation publicly.	April 2025	Associate, Pursuits
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of current People & Performance policies and procedures to identify any anti-discrimination provisions and future needs.	April 2025	People & Culture, ANZ
	Based on the review, update and communicate an anti-discrimination policy for our organisation.	May 2025	People & Culture, ANZ
	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	People & Culture, ANZ
	Educate all employees on the effects of racism commencing with our RWG.	September 2025	Lead: Sustainability Manager, Australia Support: Senior Designer, Associate Pursuits
	Provide ongoing education to senior leaders on the effects of racism and the nature of institutional racism that have impacted First Nations peoples.	September 2025	Lead: CEO ANZ Support: Sustainability Manager, Australia



Respect

Respect is at the core of our Innovate RAP to help shape workplaces and corporate culture across Australia. We will work to create an environment that appreciates and welcomes differences, and where Aboriginal and Torres Strait Islander peoples feel empowered and celebrated.

We have a unique opportunity to create workplaces that incorporate Aboriginal and Torres Strait Islander cultures, histories, placemaking and design ideas. Through respectful, thoughtful and appropriate engagement with these aspects, we can promote understanding and respect of Aboriginal and Torres Strait Islander peoples and communities.

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Review current cultural learning and education to identify cultural learning needs required within the organisation.	June 2025	Lead: People & Culture, ANZ Support: Senior Designer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural awareness strategy.	November 2025	Lead: Sustainability Manager, AU Support: Senior Associate, Strategy; Creative & Managing Director, Downstream ANZ
	Develop, implement and communicate a cultural learning strategy for our staff which considers how learning can be provided (face to face, workshops and cultural immersion).	March 2026	Lead: Sustainability Manager, AU Support: Senior Designer
	Incorporate opportunities for cultural learning into induction and onboarding for new staff and drive awareness of our the RAP within our organisational frameworks and policies (DEIB, CSR, ESG).	March 2026	Lead: Sustainability Manager, AU Support: People & Culture, ANZ
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2025, June 2026	Lead: CEO ANZ Support: Sustainability Manager, AU
	Investigate and develop a better understanding of First Nations Knowledge Systems such as approaches to sustainability, a circular economy, community engagement, inclusivity and diversity to inform our work.	June 2026	Lead: Sustainability Manager, AU Support: Senior Associate, Strategy
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Recognise Aboriginal and Torres Strait Islander dates of significance through internal message boards, newsletters, specific events and town halls.	May 2025	Lead: Executive Assistant Support: Studio Manager
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters across our offices and studio spaces.	September 2025	Lead: Senior Associate, Design Support: Senior Designer
	Develop and implement guidance to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025	Lead: Senior Designer Support: Associate, Pursuits
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2025	Lead: Senior Designer Support: Associate, Pursuits
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	April 2025	Associate, Pursuits



ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at an event each year.	November 2025, November 2026	Senior Associate, Design
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information about the meaning of NAIDOC Week for all staff.	June 2025, June 2026	Lead: Executive Assistant Support: Studio Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025	People & Culture, ANZ
	Introduce staff to NAIDOC Week by promoting external events in our local area and encourage participation.	2nd – 9th July each year	Lead: Executive Assistant Support: Studio Manager
	RAP Working Group to participate in external NAIDOC Week events.	2nd – 9th July each year	Sustainability Manager, AU
8. Build respect and develop a greater understanding of the significance of 'Connection with Country' for First Nations peoples.	Collaborate with First Nations stakeholders to educate our people around the concept of 'Connection with Country'.	June 2025	Lead: Senior Designer Support: Senior Associate, Strategy
	Engage with Traditional Custodians to embed 'Connection with Country' principles, strategies and approaches into our operations across the organisation.	November 2025	Lead: Senior Designer Support: Associate, Pursuits
9. Develop guidelines for respectful engagement in the context of our design and workplace strategy activities.	Engage a First Nations consultant to review our Workplace Strategy to ensure engagement with any Aboriginal and Torres Strait Islander peoples within our workforce or across our client base is culturally appropriate and respectful.	June 2026	Lead: Sustainability Manager, AU Support: Senior Associate, Strategy
	Develop guidelines to enable our Unispace designers to engage respectfully and responsibly with Aboriginal and Torres Strait Islander cultures/histories/design ideas ("Designing for Country").	June 2025	Lead: Senior Designer Support: Associate, Pursuits



Opportunities

We are motivated by opportunities that contribute to economic empowerment and advancement for Aboriginal and Torres Strait Islander peoples as part of our Innovate RAP. We want to nurture staff through professional development and through our sphere of influence, improve social and economic outcomes for First Nations peoples by improving employment and procurement opportunities within our company, across our clients and sector.

Through more inclusive procurement, employment and supplier practices we can grow Aboriginal and Torres Strait Islander peoples' talent, enabling us to create workplaces and workplace cultures that truly reflect our modern-day world.

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment and career pathways.	Build understanding of employees who identify as Aboriginal or Torres Strait Islander, to inform future employment and professional development opportunities.	April 2025	People & Culture, ANZ
	Research best practice strategy for increasing Aboriginal and Torres Strait Islander recruitment to our organisation, including identifying career pathways within our organisation for First Nations people.	September 2025	People & Culture, ANZ
	Engage with First Nations advisors and/or Aboriginal and Torres Strait Islander staff to inform recruitment strategies that are culturally appropriate.	September 2025	People & Culture, ANZ
	Engage with current and/or future Aboriginal and Torres Strait Islander staff members to build understanding of their employment experience.	November 2026	People & Culture, ANZ
	Develop and implement an Aboriginal and Torres Strait Islander recruitment strategy.	March 2026	People & Culture, ANZ
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders through culturally appropriate channels such as Koori Mail and review success rate to inform the employment strategy. Include discussion of career pathways for First Nations people through Unispace.	March 2026	People & Culture, ANZ
	Build a business case for further pathways to employment across our industry including apprenticeships and work experience.	November 2026	Lead: Sustainability Manager, AU Support: Studio Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2025	People & Culture, ANZ
11. Improve engagement and retention outcomes by increasing Aboriginal and Torres Strait Islander staff professional development.	Investigate partnerships through our sphere of influence with vocational and education institutions to support skills development to enable better participation of First Nations peoples across design, construction and related industries.	November 2026	Lead: Sustainability Manager, AU Support: Studio Manager
	In consultation with a First Nations staff and/or advisor, develop and implement an Aboriginal and Torres Strait Islander staff retention and professional development strategy.	March 2026	People & Culture, ANZ



Opportunities

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Maintain membership and strengthen our relationship with Supply Nation.	November 2025	Senior Associate, Design
	Research effective procurement strategies in similar organisations or industries to understand best practice for our future First Nations procurement strategy.	June 2025	Lead: Senior Project Manager, Delivery Support: Assistant Project Manager, Delivery
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2025	Lead: Head of Delivery, Australia Support: Senior Project Manager, Delivery
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2026	Lead: Head of Delivery, Australia Support: Senior Project Manager, Delivery
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff and clients.	November 2025	Lead: Head of Delivery, Australia Support: Assistant Project Manager, Delivery
	Develop commercial relationships with First Nations owned businesses	November 2026	Senior Project Manager, Delivery
13. Improve our baseline for procurement from Aboriginal and Torres Strait Islander businesses.	Conduct an audit and review of First Nations suppliers (present and past) checking compliance against our Unispace Partner Portal (UPP).	June 2025	Lead: Senior Project Manager, Delivery Support: Assistant Project Manager, Delivery
	Develop strategies to engage Aboriginal and Torres Strait Islander artists around workplace murals and corporate commissions.	September 2025	Lead: Senior Designer Support: Senior Associate, Design
14. Improve social outcomes for First Nations communities.	Investigate opportunities across our Five Pillar Plan to support First Nations communities through charitable causes.	September 2025	People & Culture, ANZ
	Identify First Nations communities or charities for staff to utilise an annual Unispace paid volunteering day and review for impact.	September 2026	Executive Assistant



Governance

We are committed to further developing and adopting a robust, effective governance framework to realise our vision for reconciliation. Our Innovate RAP is supported by organisational frameworks of CSR and DEIB, and our focus will be on regular meetings, reporting, and involvement at all levels of our organisation to maintain momentum and accountability on our journey towards reconciliation.

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
15. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RAP Working Group (RWG) to govern and implement RAP.	March 2025, June 2025, September 2025, December 2025, March 2026, June 2026, September 2026, December 2026	Sustainability Manager, AU
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2025	Lead: Managing Director AU Support: Sustainability Manager, AU
	Draft a terms of reference document for the RWG.	March 2025	Associate, Pursuits
	Meet at least four times per year to drive and monitor RAP implementation.	March 2025, June 2025, September 2025, December 2025, March 2026, June 2026, September 2026, December 2026	Sustainability Manager, AU
16. Provide appropriate support for effective implementation of RAP commitments.	Identify and define resource needs for RAP implementation.	May 2025	Lead: CEO ANZ Support: Sustainability Manager, AU
	Identify organisational policies that can include / support our RAP vision and review these policies to embed RAP vision and aspirations.	June 2026	Sustainability Manager, AU
	Pursue and maintain RAP vision and aspirations across corporate strategic documents.	June 2026	Creative & Managing Director, Downstream ANZ
	Engage senior leaders in the delivery of RAP commitments.	June 2025	Sustainability Manager, AU
	Appoint and maintain an internal RAP Champion from senior management.	April 2025	Lead: CEO ANZ Support: People & Culture, ANZ
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2025	Lead: Sustainability Manager, AU Support: Associate, Pursuits



Governance

ACTION	DELIVERABLE	DEADLINE	RESPONSIBILITY
17. 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, June 2026	Lead: People & Culture, ANZ Support: Sustainability Manager, AU
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025, annually	Lead: People & Culture, ANZ Support: Sustainability Manager, AU
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025, annually	Lead: People & Culture, ANZ Support: Sustainability Manager, AU
	Report RAP progress to all staff and senior leaders quarterly.	March 2025, June 2025, September 2025, December 2025, September 2026, December 2026, March 2026, June 2026	Lead: CEO ANZ Support: Sustainability Manager, AU
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2025, December 2026	Lead: CEO ANZ Support: Sustainability Manager, AU
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Sustainability Manager, AU
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2026	Lead: People & Culture, ANZ Support: Sustainability Manager, AU
18. Continue our reconciliation journey by developing our next RAP.	Review RAP based on achievements, challenges and lessons learned.	September 2026	Lead: People & Culture, ANZ Support: Sustainability Manager, AU
	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2026	Lead: People & Culture, ANZ Support: Sustainability Manager, AU
19. Promote our RAP within our global initiatives.	Seek engagement and support from Unispace's global DEIB leadership.	June 2025	Lead: Managing Director AU Support: Sustainability Manager, AU
	Share learnings with operations globally including those undertaking a similar project (i.e. New Zealand).	December 2026	Lead: Managing Director AU Support: Sustainability Manager, AU

Examples of our work



Our previous projects



Adecco, National projects

We worked with the Williyama consultant team for IT integration. The workstations, meeting tables and FF&E items were purchased via a First Nations business. Artworks and handmade lighting were selected from local First Nations artists for each site nationwide.

Allens, Perth project

Allens sought a First Nations connection to place in their new workplace. We worked with a local Elder to define room names for the client-facing areas that relate to the seasons of the Noongar Nation. The working areas were named to respect the six Elders of the Wadjuk people upon European occupation in 1829 in what we now know as Perth. In addition, we actively sourced products from First Nations-owned and/or controlled companies or those that had rigorous action plans to support local communities. The project aligns with Allens' RAP and the local First Nations community is represented in a meaningful way throughout.



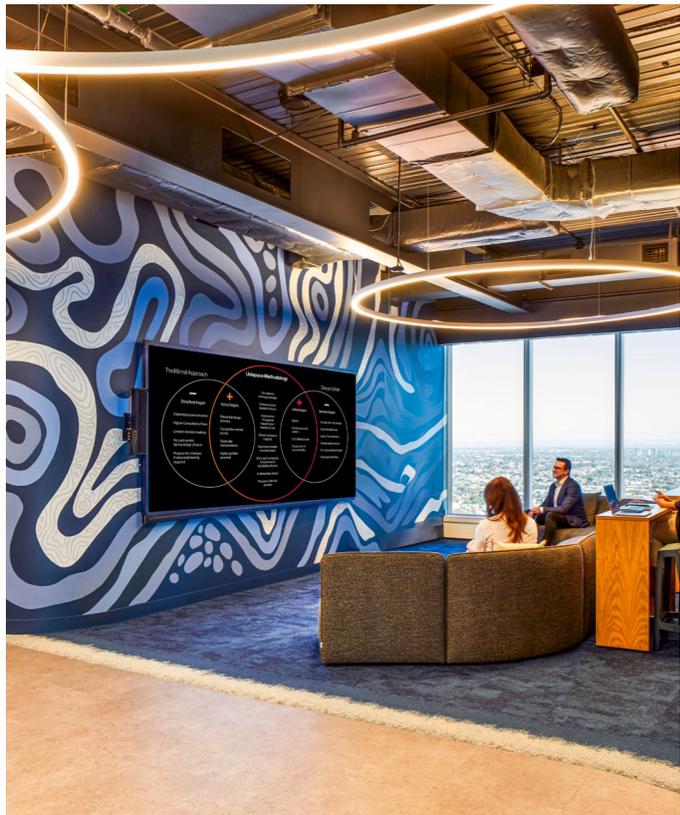
PVH, Sydney project

We collaborated with Indigenous-owned project management, property consulting and procurement services business, Ngalawa Nura, on the PVH Sydney project.

"It was truly a dream team project of likeminded individuals, who had aligned aspirations of maximising value and quality for the client, to deliver a unique space that serves a multitude of purposes."

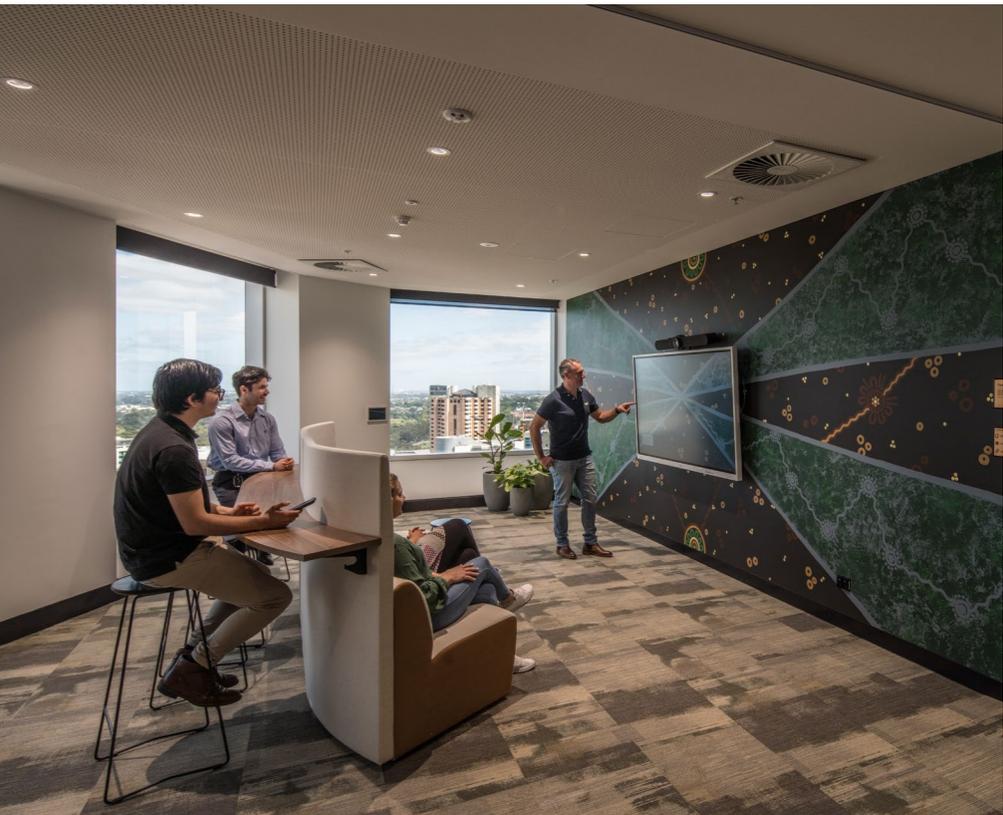
Brenden Thomas, Director NGNU

Our previous projects



Pandora, Sydney

Pandora expressed an interest in representing the First Nations peoples and their ties to the land from early in the project, and invited Unispace to lead the creative direction on how this could be integrated respectfully, authentically and contextually. We reached out to Dennis Golding to partner with us on this project. For his artwork *Sun sets on the waterhole*, Dennis drew reference to the site's history, including the nearby man-made waterhole at Balls Head in North Sydney, tools of the First Nations peoples and how the cliffs and water shaped the land. The First Nations peoples around North Sydney used the water of the waterhole for life, survival and cleansing.



Confidential client, Sydney

Unispace engaged Dennis Golding to produce a mural for the client in their new Customer Briefing Centre (CBC). Dennis took inspiration from the surrounding network of waterways on Gadigal, Cammeragal, Wangal, Barramattagal, and Bidjigal Country. Making connections to the land, water and sky, Golding's loose flowing composition reflects and highlights local natural and cultural landmarks. The circular motifs situated between the river lines reference the meeting places, campsites and waterholes where local First Nations peoples lived and travelled between their neighbouring clans of the freshwater and saltwater regions.

AECOM, Adelaide

AECOM expressed interest in engaging a local First Nations artist to paint a full-wall mural within the new yarning space, the Tjukurpa Wiru room. With careful consideration for the rich cultural heritage of the region, South Australian artist, Preston Warren of Painted Studios embarked on a creative journey that would bring the essence of South Australia's Indigenous culture and environment to life. Situated within the heart of the space, the full-wall mural serves as a powerful tribute to First Nations' heritage.

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Spark Brilliance.