



RECONCILIATION
ACTION PLAN

INNOVATE

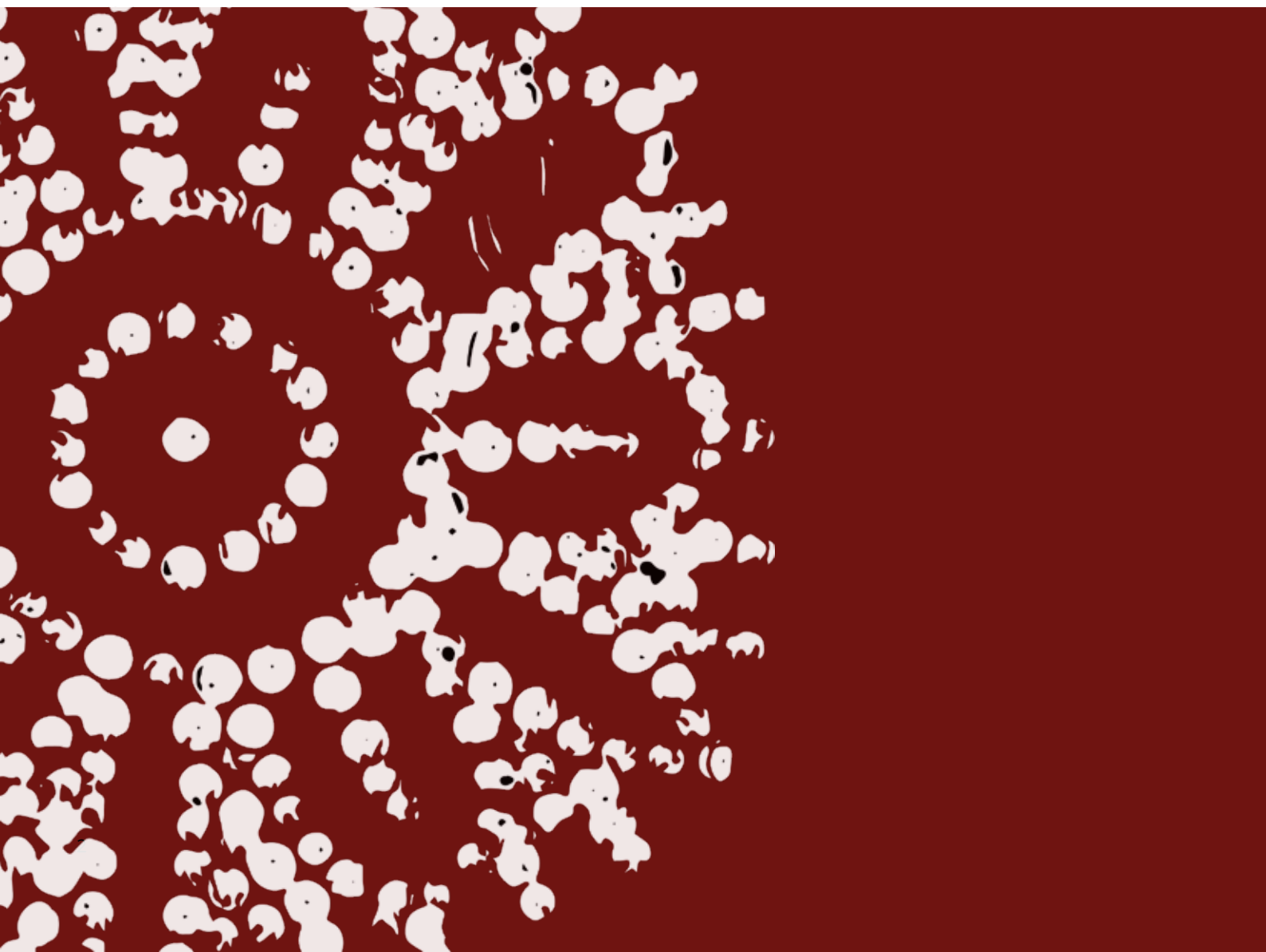
workspace
commercial furniture

Innovate Reconciliation Action Plan

DECEMBER 2022 - DECEMBER 2024

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Workspace Acknowledgement of Peoples and Country

Workspace acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of all Lands on which we live and work. Workspace pay our respects to their Elders, both past and present. We recognise their cultural and spiritual relationship with their ancestral lands, waters and communities. We honor their ongoing contributions to the rich cultural heritage of our country.

Workspace values and respects Aboriginal and Torrest Strait Islander peoples, and we acknowledge the important role that both Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples have played in shaping the education system in Australia, the country we call home. We recognize the contributions of both communities to the learning and growth of all children and individuals in this land that we share.

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 & Kaurana 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”.

Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome Workspace Commercial Furniture to the Reconciliation Action Plan (RAP) program and to formally endorse its second RAP, Innovate.

As a member of the RAP community, Workspace Commercial Furniture joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance.

All sections of the community (governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities) have a role to play to progress these dimensions.

We wish Workspace Commercial Furniture well as it continues its reconciliation journey.

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Workspace Commercial Furniture on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from our CEO

Workspace pays our respect to Aboriginal and Torres Strait Islander Peoples and to Elders, past, present, and future.

“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 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 Reflect 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.

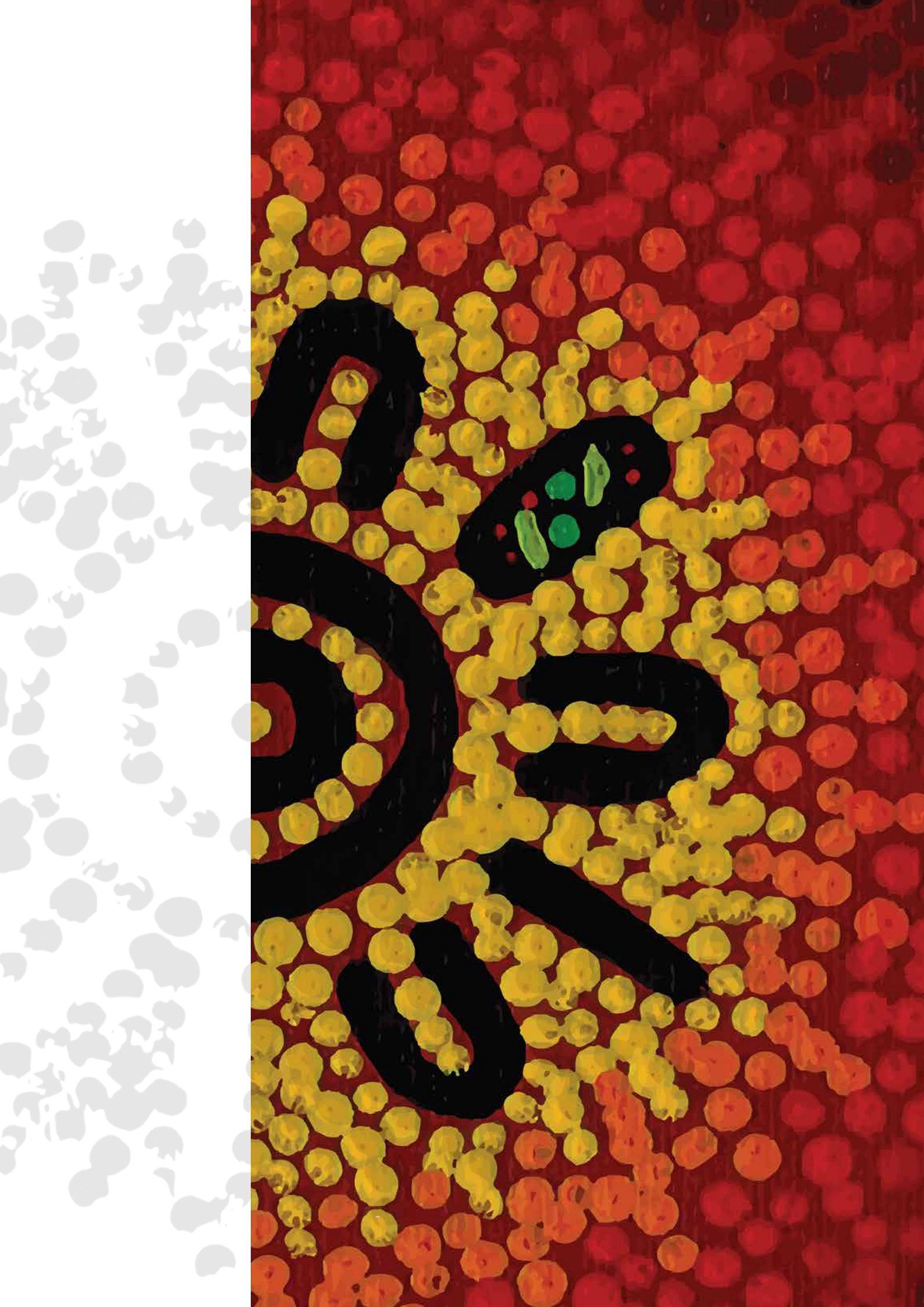
Promoting a truly inclusive workforce is a strategic imperative for our business and I look forward to us continuing our RAP journey.

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

A handwritten signature in black ink, appearing to read 'Tom Clark'.

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 112 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 12,500 square metre ISO 9001 & ISO 14001 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 three 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 add 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 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 Vision

Our vision for reconciliation

Workspace spent more than a year engaging internally and externally to implement our first Reconciliation Action Plan (RAP) 'Reflect' 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 attachment to Country is a gift to all Australians.

In this 'Innovate' RAP we keep focusing on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples.

Our 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 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.

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.

Key Learnings

CHALLENGES

- Having a low cultural understanding of First Nation peoples, their cultures and traditions and determining how to fill that gap
- Effectively communicating our intent and vision to all employees, clients, suppliers and the community
- Not effectively engaging with Aboriginal and Torres Strait Islander peoples when recruiting

SUCCESSSES

- With a targeted approach to recruitment, we successfully employed another full time Aboriginal employee and a number of casual staff to complete several large installations

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.

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 in our RAP Working Group of 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

Bronwyn Wright - Quality and Environment Coordinator

Karruck Rankine-Meredith - Production Employee

- Significant installations in the Yalata community supplying furniture to both the Tullawon Heath Services and Yalata Anangu School
- Supporting the SANFL Indigenous round with tickets for 45 of our employees

IMPROVEMENTS

- Keeping our employees, customers, suppliers and our community informed of our progress, the changes we make and the milestones we reach
- Cultural awareness for our employees

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.



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 our 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	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement 	May 2023	CEO
	<ul style="list-style-type: none"> Develop and Implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations 	May 2023	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff 	May 2023, May 2024	HR Manager, Marketing Coordinator
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event 	27 May - 3 June 2023 27 May - 3 June 2024	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW 	27 May - 3 June 2023 27 May - 3 June 2024	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	<ul style="list-style-type: none"> Organise at least one NRW event each year 	27 May - 3 June 2023 27 May - 3 June 2024	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW Website 	May 2023, May 2024	Quality and Environment Coordinator
3. Promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation 	January 2023	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly 	January 2023	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes 	May 2024	CEO, HR Manager
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation 	May 2024	CEO
4. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs 	January 2023	HR Manager
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation 	January 2023	HR Manager
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy 	May 2024	HR Manager
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism 	January 2023	HR Manager



Respect

Values and Respect is the foundation of our company's Value Statement "VOICE". Respect for all peoples, all cultures, all preferences and abilities. Our respectful partnership with First Nation peoples is a key driver to our commitment for self and community learning and improvement.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation 	January 2023	HR Manager
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy 	May 2024	HR Manager, Quality & Environment Coordinator
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff 	January 2023	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR Managers and other key leadership staff to participate in formal and structured cultural learning 	January 2023	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols 	January 2023	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country 	May 2023	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year 	May 2023 May 2024	CEO
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings 	May 2023	HR Manager, Quality & Environment Coordinator
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event 	First week in July 2023 First week in July 2024	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week 	July 2023	HR Manager
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff 	First week in July 2023 First week in July 2024	Lead: CEO 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 Australian's and accept the responsibility to specifically seek to engage with First Nations Australians and provide opportunities for career development.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	May 2023	CEO, HR Manager
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	May 2023	CEO, HR Manager
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	May 2023	HR Manager
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	January 2023	HR Manager
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	May 2023	HR Manager
	• Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce	May 2023	CEO, HR Manager
	9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	May 2023
• Investigate Supply Nation membership		May 2023	CEO, Quality & Environment Coordinator
• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff		May 2023	CEO, HR Manager
• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses		May 2023	HR Manager, Quality & Environment Coordinator
• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses		May 2024	CEO
10. Develop employment pathways for Aboriginal and Torres Strait Islander peoples into our industry	• Investigate opportunities within the education system to support Aboriginal and Torres Strait Islander students to work towards a career in our industry	January 2023	HR Manager
	• Develop mentoring-based traineeships / apprenticeships within our business	March 2023	HR Manager



Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	• Maintain Aboriginal and Torres Strait Islander representation on the RWG	January 2023	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	• Establish and apply a Terms of Reference for the RWG	May 2023	Quality & Environment Coordinator
	• Meet at least four times per year to drive and monitor RAP implementation	February, May, August, November 2023, 2024	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
12. Provide appropriate support for effective implementation of RAP commitments	• Define resource needs for RAP implementation	January 2023	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	• Engage our senior leaders and other staff in the delivery of RAP commitments	January 2023	CEO, HR Manager
	• Define and maintain appropriate systems to track, measure and report on RAP commitments	January 2023	Lead: CEO Support: HR Manager, Quality & Environment Coordinator
	• Appoint and maintain an internal RAP Champion from senior management	January 2023	CEO
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	June 2023, June 2024 & annually	Quality & Environment Coordinator
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	1 August 2023, 1 August 2024 and annually	Quality & Environment Coordinator
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2023, 30 September 2024 and annually	Quality & Environment Coordinator
	• Report RAP progress to all staff and senior leaders quarterly	March, June, September, December 2023, 2024	Quality & Environment Coordinator
	• Publicly report our RAP achievements, challenges and learnings, annually	October 2024	CEO, Quality & Environment Coordinator
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	April 2023	CEO
	14. Continue our reconciliation journey by developing our next RAP	• Register via Reconciliation Australia's website to begin developing our next RAP	April 2024
• Submit a traffic light report to Reconciliation Australia to support the development of our next RAP		April 2024	Quality & Environment Coordinator

Cover Artwork

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.

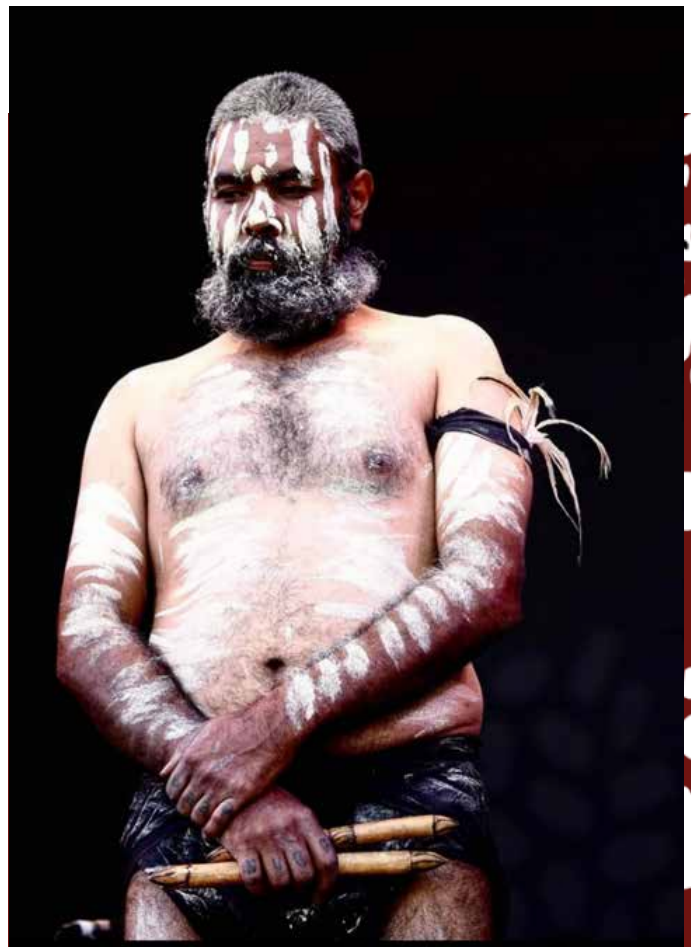
Reconciliation to Karruck is “having a mutual understanding and respect for each other’s cultures and histories, and acknowledging past injustices in Australia’s history to move forward as one”.

Karruck is part of the TAIKURTINNA Dance Group, founded by his uncle in Adelaide. Karruck’s family; Mother, Grandmother, Father and his extended family were all musicians. Karruck’s Mother and Grandmother were also community leaders; and he continues their leadership through expression, connecting through dance. “Dancing with TAIKURITINNA keeps the life’s work of my uncle going, keeping our culture alive by connecting with diverse audiences”.

Karruck has previously performed and shared his message through dance at WOMADelaide.

To increase Workspaces efforts for reconciliation “Workspace can look to introduce a plan that has a Welcome to Country smoking ceremony and a 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”.

Karruck enjoys his employment at Workspace and wants to set an example for younger generations and break down stereotypes. Karruck first began at Workspace as the cleaner but has since been promoted to the Melamine section where he is learning a new skill set.



Key Contact



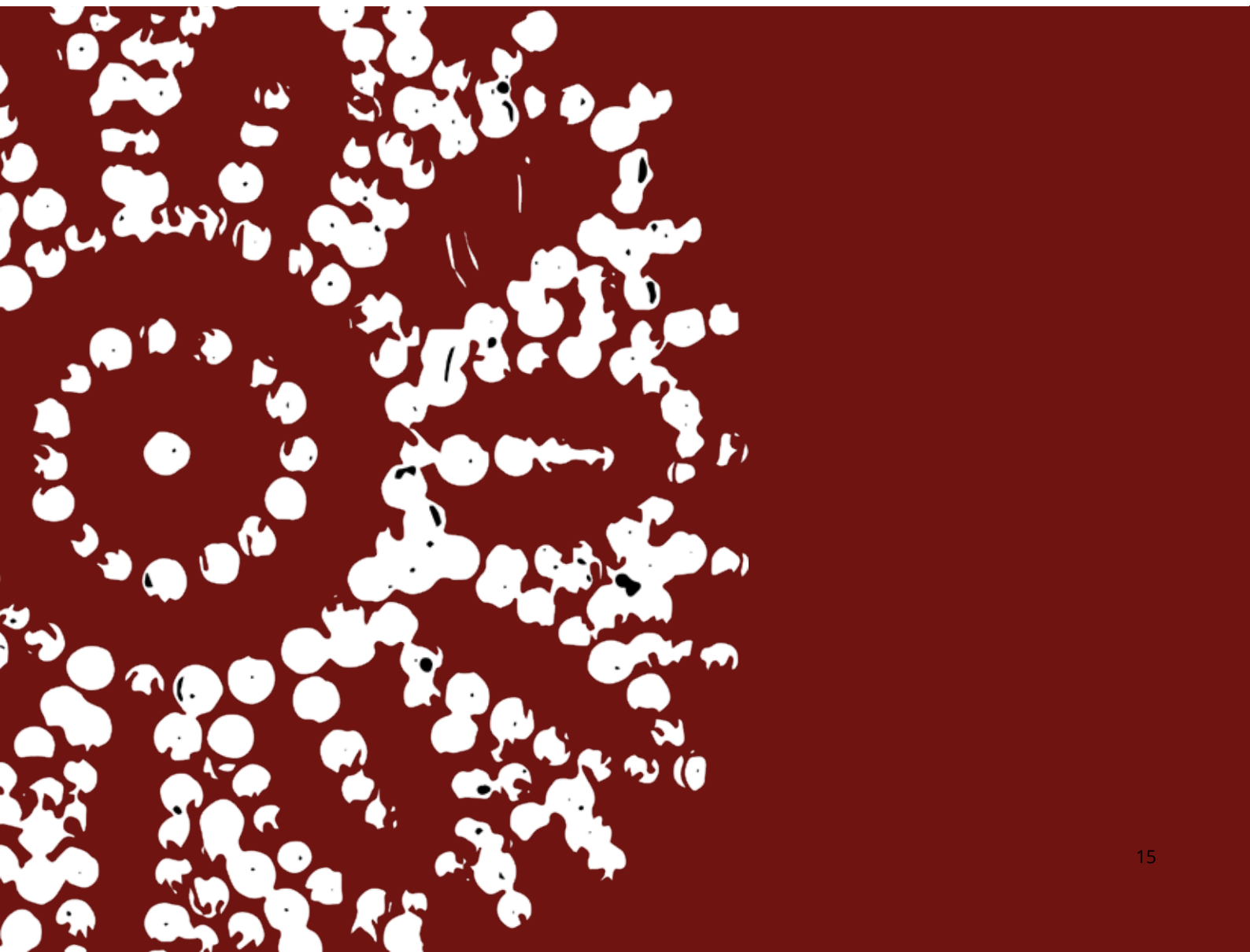
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