



RECONCILIATION
ACTION PLAN

REFLECT

Spaceful

Specialising in Strategy,
Property, Design and Delivery

Reconciliation Action Plan

January 2026 - July 2027



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A statement from Spaceful CEO

We are proud to introduce our Reconciliation Action Plan (RAP) for 2026–2027.

This plan reflects Spaceful's ongoing commitment to fostering diversity within our workforce and valuing the unique strengths and contributions of every team member.

We acknowledge that reconciliation is a shared responsibility for all Australians. It calls on us to honour and respect the First Peoples of this land, to confront the injustices of the past and the continuing inequities faced by Aboriginal and Torres Strait Islander peoples since colonisation, and to work collectively toward a fairer and more respectful future.

Spaceful is dedicated to being part of this vital journey of healing and reconciliation. We will collaborate with individuals, communities, and organisations to strengthen relationships and deepen respect for Aboriginal and Torres Strait Islander peoples.



Ben Myhill,
Director & CEO Spaceful

Artist Acknowledgement

Calvin Butler | Ngunnawal Country

The artwork contained within the RAP was painted by Calvin Butler of Ngunnawal Country.

Calvin started painting when he was 12 years old and has a love for animals of this land. Through his interest and love for animals, this painting signifies the connection between animals and the people of his mother's Kalkadoon people from Mount Isa and his father's Wiradjuri/Ngandi people.

The Kalkadoon (Kalkatungu) are descendants of an Aboriginal tribe living in the Mount Isa region of Queensland. Their forefather tribe has been called 'the Elite of the Aboriginal warriors of Queensland'. In 1884 they were massacred at "Battle Mountain" by settlers and police.

The Wiradjuri people were known as the people of the three rivers: the Wambool (now known as the Macquarie River), the Kalari (the Lachlan River, from which the electorate takes its name) and the Murrumbidgee (the Murrumbidgee River).



Calvin Butler, Ngunnawal Country

Statement from CEO of Reconciliation Australia

Reconciliation Australia congratulates Spaceful on continuing its reconciliation journey by formally endorsing Spaceful's second Reflect Reconciliation Action Plan (RAP).

Through this plan, Spaceful continues to play an important role in a network of more than 3000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

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

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Spaceful to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Spaceful on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our business

Spaceful helps Australian and International companies get their workspace right by providing support and high-level property advice, workspace strategy, interior design and project delivery.

The commercial property and fit-out industry is complex and fractured. Navigating it can be time consuming, costly and unfruitful. This is why we created Spaceful. We're a single point-of-contact for your workspace life cycle, a trusted partner to your business saving you time and resources.

We consult on your project needs, partner with the right experts and manage everything from planning and property to design, fit out and maintenance. It's a simplified process for creating workspaces that

inspire your team, excite your clients and grow your business.

The result is a workspace that inspires your team and your organisation can be proud of.

Spaceful has offices in Sydney, Canberra and Melbourne and employs 45 direct staff who come from many varied backgrounds. We don't currently have any Aboriginal or Torres Strait Islander team members, and we are hoping to change this. We believe in training our staff, educating them about Aboriginal and/or Torres Strait Islander cultures and the importance of reconciliation. We also seek to identify ways in which staff can contribute to First Nations communities in the ways they require.



Our RAP

At the core of reconciliation lies the relationship between the broader Australian community and Aboriginal and Torres Strait Islander peoples.

We believe it is essential for all Australians to understand and celebrate the rich diversity of Aboriginal and Torres Strait Islander cultures and histories. Achieving true reconciliation requires building strong, respectful relationships founded on appreciation and free from racism.

For us, reconciliation means acknowledging Aboriginal and Torres Strait Islander peoples as the First Peoples of this land and recognising the dispossession, persecution, and oppression they endured as a result of colonisation.

Reconciliation involves deepening our understanding of how these histories continue to shape contemporary Australian society and ensuring that Aboriginal and Torres Strait Islander peoples and cultures are treated with dignity and respect at all times. Reconciliation is best understood as an ongoing journey, and Spaceful recognises the role we can play in creating opportunities for Aboriginal and Torres Strait Islander peoples.

We are not aware of anyone within our direct team of 45 people who identify as Aboriginal and/or Torres Strait Islander. However, we do engage hundreds of subcontractors across Australia and are working to understand the portion of those subcontractors identify as Aboriginal and/or Torres Strait Islander people.

To ensure the successful implementation of our RAP, we will be taking a top-down approach by assigning deliverables to senior leaders in the business. See tables below. Currently, Ben Churchman, Head of Client Relations, is our RAP champion and was the initial instigator of our engagement with Reconciliation Australia. Ben is enthusiastic to continue championing our Reconciliation journey.



Challenges of Spaceful's first Reflect RAP

The biggest challenge we faced in our first Reflect RAP was in the commitment to First Nations employment. Spaceful has previously employed Aboriginal and Torres Strait Islander peoples, however, through natural attrition over the past 2 years, these team members are no longer with the organisation. Many of the roles in our organisation are highly specialised and the entire talent pool with those specialisations is limited. We have removed any perceived barriers in the recruitment process and reached out to our networks, however, we

Our reconciliation activities

Cultural celebrations

Each year, during National Reconciliation Week and Harmony Week, we celebrate and learn about the diverse cultures that make up our team. During these events, we engaged First Nations businesses and providers, from caterers to artists.

By sharing films and stories, our team has learnt about the cultural traditions of Aboriginal and Torres Strait Islander peoples. Stories and personal experiences of film makers like Jahvis Loveday in his film *Bangay Lore*, help our team to build an understanding of the tension between performing Aboriginal culture and it's expressing it in everyday society.

still have found it challenging to find Aboriginal and Torres Strait Islander people in these speciality areas.

Overcoming these challenges

Our RAP Working Group has stretched our employment targets to include our contractor hiring, as the specialisations are broader.

"Watching Bangay Lore during National Reconciliation Week was a powerful and thought-provoking experience for our team at Spaceful. The film follows the journey of a young Aboriginal dancer who faces discrimination while trying to live his culture beyond performance, reminding us of the ongoing challenges First Nations people face in expressing their identity freely."

Participating in events like National Reconciliation Week is deeply meaningful for our workplace because it encourages us to listen, learn, and reflect on these realities. It's an opportunity to improve understanding, challenge assumptions, and create a culture of respect and inclusion. By engaging with stories like Bangay Lore, we reaffirm our commitment to reconciliation and to supporting a future where Aboriginal and Torres Strait Islander cultures are not only acknowledged but embraced in all aspects of life."

– Emma Brown, Marketing team member.

Learning and Cultural Sensitivity

Through the Centre for Cultural Competence Australia (CCCA) we offer training to our team and would like to continue offering and encouraging this to new starters. We believe that knowledge breeds understanding and cultivating an environment where Aboriginal and Torres Strait Islander candidates feel comfortable, is a positive step towards increasing our recruitment activities.





Relationships

At the heart of reconciliation is the relationship between the broader Australian community and Aboriginal and Torres Strait Islander peoples. To achieve reconciliation, we need to develop strong relationships built on trust and respect, and that are free of racism.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to identify new RAP organisations in the RAP network that we can approach to collaborate with on our reconciliation journey in 2026. Review our progress in January 2027.	January 2026	CEO
	Continue to research and extend our understanding of best practice approaches that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2026 (Review in Sept 2026)	General Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Marketing Director
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2026	CEO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2026	CEO
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2026 (Review in Sept 2026)	Marketing Director
	Identify and make contact with external stakeholders and associations that our organisation can engage with on our reconciliation journey.	March 2026	CEO
	Collaborate with other RAP organisations by attending reconciliation events hosted by Reconciliation Australia and other RAP organisations.	February 2026 (Review in Sept 2026)	Marketing Director
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	July 2026	Marketing Director
	Review HR policies and procedures to incorporate learnings from our September 2026 RAP review, in January 2027.	January 2027	HR Manager



Respect

Understanding of Aboriginal and Torres Strait Islander cultures, rights and experiences underpins progress toward all five dimensions of reconciliation. Without respect for Aboriginal and Torres Strait Islander ways of doing things, respectful relationships cannot be built. Without pride in Aboriginal and Torres Strait Islander cultures and heritage, we cannot create a shared national identity. Without understanding the wrongs of the past, we cannot ensure these wrongs are never repeated.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2026	Marketing Director
	Continue to review the cultural learning needs of our organisation.	March 2026 (Review in Sept 2026)	Marketing Director
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Review our understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	November 2026	Marketing Director
	Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	General Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2026	General Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	Marketing Director
	RAP Working Group to participate in an external NAIDOC Week event.	July 2026	CEO



Opportunities

Equal participation in a range of life opportunities is crucial for the well-being of all peoples, including Aboriginal and Torres Strait Islander peoples.

Large and unacceptable gaps between Aboriginal and Torres Strait Islander peoples and other Australians exist on all social, health, education and economic indicators.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January 2027	CEO
	Continue to monitor Aboriginal and Torres Strait Islander staffing to identify trends and opportunities for future employment and professional development.	January 2026 (Review in Sept 2026)	CEO
	Collect data identifying Aboriginal and Torres Strait Islander people in employment process for full time staff and contractor hiring.	January 2027	HR Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Research effective procurement strategies in similar organisations to understand best practise for our future First Nations procurement strategy.	February 2027	Technical Director
	Investigate Supply Nation membership.	March 2026	Delivery Director



Governance

Indigenous governance is integral to Aboriginal and Torres Strait Islander leadership and self-determination. Aboriginal and Torres Strait Islander peoples have had systems in place to lead and govern for thousands of generations. These are unique ways of self-governing, driven by culture and community priorities.

Similarly, contemporary corporate governance is about empowering Aboriginal and Torres Strait Islander peoples to determine their own priorities, protect cultural identity, manage land and resources, and participate meaningfully in decision-making that affects their lives. It acknowledges the importance of self-determination and respects the diversity of governance traditions across different nations and language groups.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	January 2026	CEO
	Draft a Terms of Reference for the RWG.	May 2026	Technical Director
	Investigate ways of including Aboriginal and Torres Strait Islander representation on the RWG.	December 2026	CEO
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2026	CEO
	Engage senior leaders in the delivery of RAP commitments.	February 2026	CEO
	Maintain a senior leader to champion our RAP internally.	February 2026	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2026	Marketing Director
12. 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.	January 2026 and annually	General Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026 and annually	General Manager
	Communicate our RAP progress to internal and external stakeholders	September 2026 and annually	General Manager
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2027	General Manager



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For public enquiries about our RAP please contact:

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