

# Innovate

Reconciliation Action Plan

October 2022 – October 2024



Aboriginal Dreaming 'songs' to us  
of living in harmony with the land  
and with each other.



Ethos Urban acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to land, sea and community.

In the spirit of reconciliation Ethos Urban acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respects to their Elders past, present and emerging.



**'Gura Bulga'**

Liz Belanjee Cameron

'Gura Bulga' – translates to Warm Green Country. Representing New South Wales.



**'Dagura Buumarri'**

Liz Belanjee Cameron

'Dagura Buumarri' – translates to Cold Brown Country. Representing Victoria.



**'Gadalung Djarri'**

Liz Belanjee Cameron

'Gadalung Djarri' – translates to Hot Red Country. Representing Queensland.

As part of our Reflect RAP, Ethos Urban commissioned three artworks by Indigenous artist Belanjee (Liz Cameron) to represent each of the states in which the business operates. The three artworks together bear similarities and harmony of the lands and climate they each belong. Enclosed within each painting lies a centralised circle with the common Aboriginal symbol of a campfire - a meeting place to illustrate Ethos Urban's main office and its expanding growth lines. The three artworks also contain aspects of a river system that express the cultural importance of place and spiritual foundations of sacredness. The three paintings use mediums of acrylics and inks on canvas and separately depict the unique colours of the climate of each state where Ethos Urban are located. Each space holds its own purity and statement of cultural place, filtered by shadows that cascade across a density of repetitious patterning. The images echo a rhythmical felt experience of our living world while the inter-relating shapes express evolving growth and continuums of life.

Belanjee gave us her permission to utilise and manipulate her artwork for our purposes. [belanjee@gmail.com](mailto:belanjee@gmail.com)



Introduction	1
Our Vision	3
Our Business	5
Our Business	6
Our RAP	7
Our Partnerships / Current Activities	9
Action Plan	15

# Introduction

## Statement of Endorsement from Reconciliation Australia

Reconciliation Australia commends Ethos Urban on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Ethos Urban 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, Ethos Urban 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.

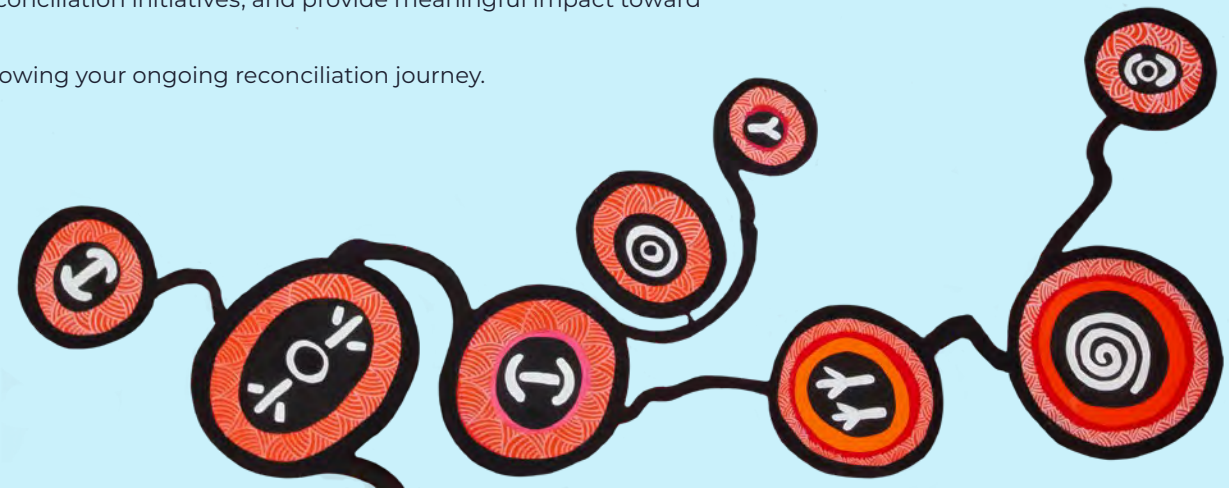
With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Ethos Urban is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## Message from the Chair of the Ethos Urban Board

As Chair of the Board, I am pleased to present our second RAP, Innovate. This document demonstrates our continued journey towards reconciliation. Through the Reflect RAP we have come to see the strengthening of our relations with Aboriginal and Torres Strait Islander peoples as an opportunity to transform our business.

The Built Environment Industry is undergoing a paradigm shift in the recognition of the histories and cultures of Aboriginal and Torres Strait Islander peoples. A Design for Country methodology increasingly informs many of the projects Ethos Urban facilitates, and we have come to understand how profoundly we can impact and inform this transition. As we move into our Innovate RAP, we strive to begin a journey towards a thought leader and innovator role, leading by example through our commitment to the reconciliation movement and greater equality for First Nations peoples.

Our team of economists, planners, designers, social strategists, engagement specialists and project managers approach our work with curiosity, and imagination, to solve problems and make the impossible, possible. The challenges of reconciliation within the built environment of Australia have for far too long been regarded as impossible and we hope we can rise to this challenge. We do so in a spirit of humility, seeking to learn from the wisdom of over 50,000 years of Aboriginal Caring for Country. We hope over the next 24 months to learn to embrace this vast body of knowledge to design, plan and facilitate exceptional outcomes for an increasing number of projects, partnerships, and educational opportunities across Australia.

The evolution from our Reflect to Innovate RAP heralds a transition from exploration to action; action towards creating meaningful change by leveraging our unique skills, capacities, connections, and influence within a wide sphere of Australia's urban and regional environments.

I am proud of the changes our Reflect RAP has made within our company and I look forward to working with our RAP Working Group in this vital next phase of our reconciliation process.



**Amanda Kenny**  
Chairman - Non-Executive Director



# Our Vision

Ethos Urban's vision for reconciliation is to articulate, celebrate and respect Aboriginal and Torres Strait Islander, histories, truths, peoples and Country through our projects, thought leadership and ultimately the built environment which we contribute to creating. It is vital that First Nations peoples, who are the Traditional Custodians of this country, are actively involved in the creation of places and policies which shape the built and natural environment.





This vision can be achieved, in part, by creating a built environment consulting firm which is supportive and respectful of First Nations employees, stakeholders, suppliers and clients. A business that bolsters the growth and development of our First Nations staff while, both internally and externally prioritising the active engagement, participation and inclusion of Aboriginal and Torres Strait Islander communities.

### **Our vision is achieved by:**

Creating strong external networks to enable knowledge and resource sharing to maintain best practice and encourage the delivery reconciliation in our industry and sphere of influence.

Building respect and cultural competency of our staff by facilitating ongoing and frequent learning opportunities in structured and casual contexts.

Investigating and leveraging existing opportunities to better support the professional development and participation of First Nations peoples within our industry both internally and externally.

Further improve our governance systems to create accountability and transparency in how our RAP is committed to and implemented by our business to ensure we are advancing our vision.



Cultural Path Cherbourg Aboriginal Shire Council, QLD

# Our Business

## About Ethos Urban

Ethos Urban is Australia's leading firm of professionals in planning, economics, engagement, project advisory and management, social strategy and design. Our people come to work every day with a passion to create positive change to the quality of urban living across Australia. It's a purpose that has underpinned 30 years of successful, collaborative partnerships with the public, private and not for profit sectors.





# Our Business

## About Ethos Urban

Ethos Urban is Australia's leading firm of professionals in planning, economics, engagement, project advisory and management, social strategy and design. Our people come to work every day with a passion to create positive change to the quality of urban living across Australia. It's a purpose that has underpinned 30 years of successful, collaborative partnerships with the public, private and not for profit sectors.

Ethos Urban employs approximately 160 people across Brisbane, Melbourne and Sydney, and our project work extends across Australia. As a firm with the skills and expertise to help our clients at every stage of the project lifecycle, we strive to be the trusted voice in decisive moments and seek to improve everyone's experience of living. Cities, communities and places are dynamically complex, and everyone has a stake in the decisions that continually recreate them. At Ethos Urban, we believe that collaboratively reaching better decisions will make a difference, helping individuals and communities to prosper. Ethos Urban's sphere of influence reaches Australia wide, including our internal company members and our clients, project stakeholders and other companies that we work alongside in our project work.

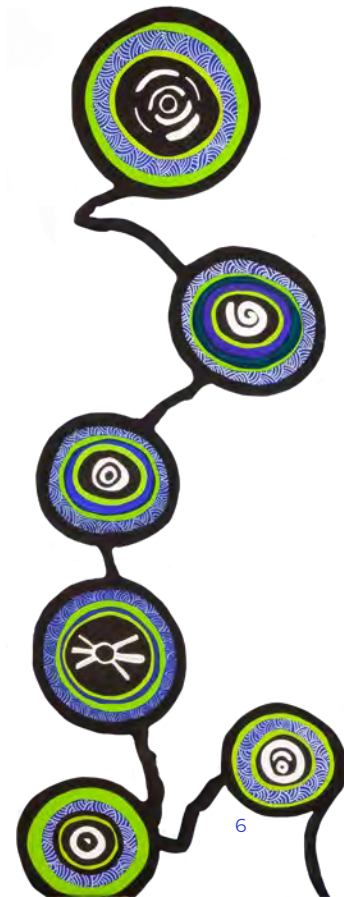
Across all our offices, we are continually adapting our strategies to challenge and shape urban change in a way that encourages positive outcomes for all. At present, we employ one First Nations staff member that we are aware of, however this is something we are striving to continue to increase.

## Environmental, Social and Governance at Ethos Urban

As we grow, Ethos Urban is building momentum in our Environmental, Social and Governance (ESG) journey. However, we have always strived to maintain and operate in line with company and stakeholder values, adapting business strategies and practices to provide positive outcomes for many. This includes providing pro-bono planning and design work, such as the Rebuilding Mogo Study following the extensive bushfires in 2019 and 2020.

As an organisation within the planning, development and construction industry, our work is about building better places and spaces for the future. We are committed to sustainable business practices and advise our clients across the government and private sectors to plan in a way that promotes the best outcomes for future generations. As an organisation, we acknowledge the importance of business practices that meet the needs of the present, without compromising the ability to meet the needs of future generations. In 2021, Ethos Urban adopted the United Nations Sustainable Development Goals as a framework for our ESG agenda.

Implementing our Innovate Reconciliation Action Plan is a critical element in contributing to Ethos Urban's ESG agenda, assisting us in implementing socially responsible systems of operation. Ethos Urban will continue to improve and build upon our ongoing ESG to harness our influence to help create better urban experiences for all.



# Our RAP

This is the second RAP that Ethos Urban has prepared, following our first Reflect RAP which we undertook in 2021-2022. The RAP process commenced following strong desire from our team for Ethos Urban to recognise our cultural responsibility in our attitudes, day-to-day business operation and in our project work.



















The Reflect RAP allowed us to consider the systems we utilise in our day-to-day business operations and the sphere of influence that our business has within our industry and broader community. The Reflect RAP provided us with the tools to better understand the actions we can take to continue to improve our cultural awareness and make a positive contribution towards reconciliation within this sphere of influence. This Innovate RAP seeks to build upon the foundations that were laid during the undertaking of our Reflect RAP, and will assist Ethos Urban on its continued journey of cultural understanding and guide us in creating meaningful relationships in day-to-day business operation and in our project work.

This ongoing desire to create and maintain a RAP stems from our role as a consultancy, advising on built environment outcomes across Australia. Our work often results in changes to communities, places and how land is used. We believe it is important that we recognise Aboriginal and Torres Strait Islander peoples through engagement and in our work to create better places.

In addition to increasing cultural awareness within the company, we aim to continue in our learnings of our own personal biases and how this may impact the way that we work and interact within the places which we plan for and live in. We intend to encourage and support personal and professional engagement with Aboriginal cultural heritage programs and activities.

Over the last year, the RAP group has actively engaged with the wider business, communicating the learnings and activities that the RAP group has partaken in, as well as hosting learning sessions and events in line with our Reflect RAP. Staff members were eager to engage with these communications, reflecting the broader sentiment and positive reflections upon the need for a RAP within our business.

Our RAP has been prepared and will be implemented by our RWG members:

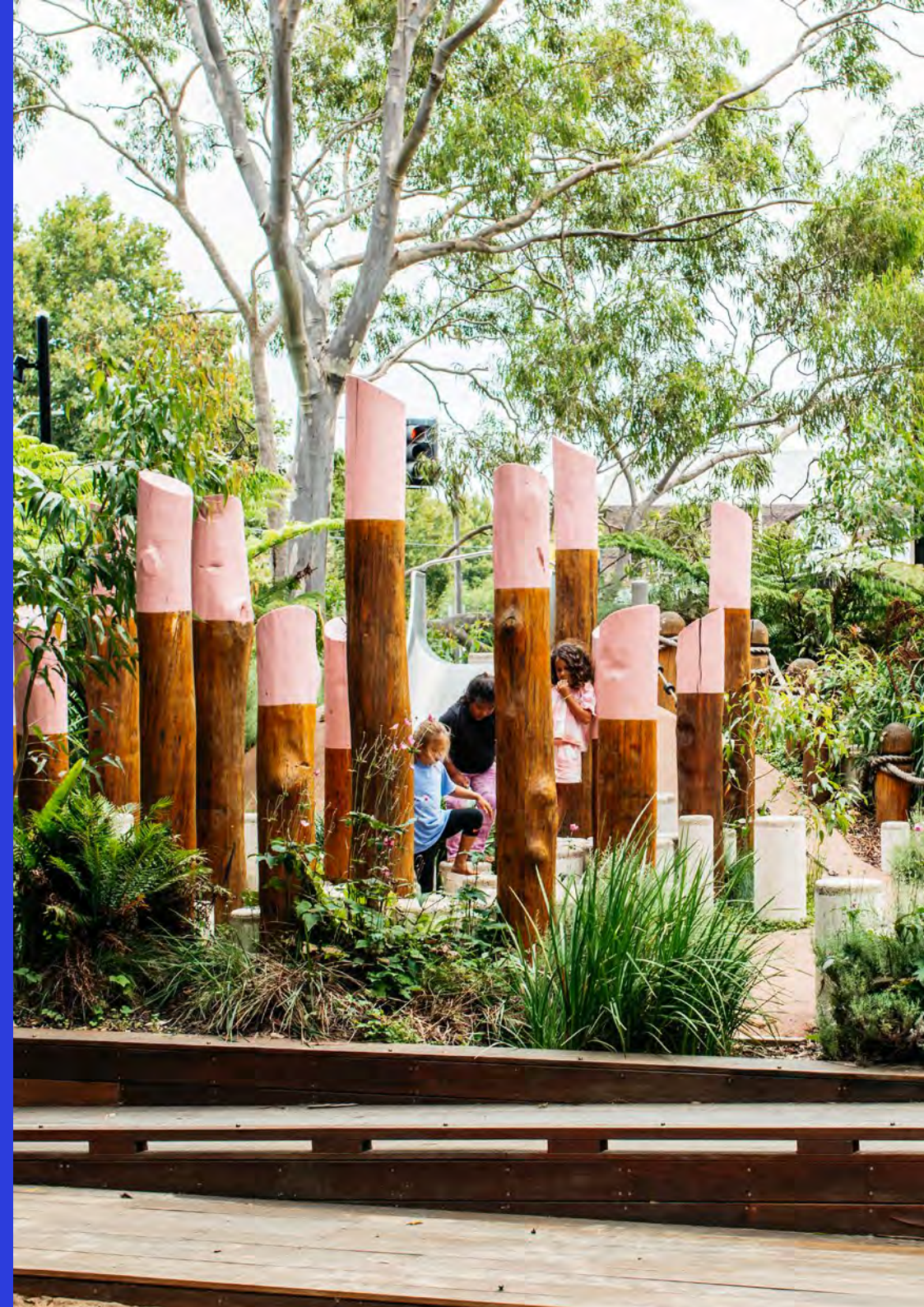
	<b>Ella Coleman</b> Senior Urbanist - RWG Chair		<b>Juliet Louw</b> Urbanist		<b>Sarah Papalia</b> Urbanist
	<b>Michael Oliver</b> Director - RAP Champion		<b>Jessica Kotselas</b> Urbanist		<b>Henry Wallis</b> Associate Director
	<b>Sofia Berg</b> Office Support Manager		<b>Julia Moiso</b> Senior Urbanist		<b>Tiffany Bradford</b> Senior Urbanist
	<b>Ciaran Callaghan</b> Principal		<b>Amber Nehal</b> Junior Urbanist		<b>Greg Vann</b> Director
	<b>Zandile Chivizhe</b> Junior Urbanist		<b>Lucy O'Malley</b> Urbanist		
	<b>Colin Finn</b> Principal		<b>Michael Rowe</b> Director		

Our RAP Chair, Ella Coleman, and RAP Champion, Michael Oliver, will be taking the lead role in ensuring that the commitments and actions outlined in this plan are undertaken. Ella and Michael will be responsible for ensuring that reconciliation remains high on the Ethos Urban agenda, both internally and externally. The above members will each be part of a RWG sub-committee, ensuring that the RAP actions are given sufficient time and resources.

We have one member of the RAP Working Group who is of Aboriginal or Torres Strait Islander background.

# Our Partnerships / Current Activities

Ethos Urban does not currently have any ongoing partnerships with Aboriginal and/or Torres Strait Islander businesses or organisations. However, many of our team have worked with Aboriginal and Torres Strait Islander peoples on various projects. Examples of this project work from recent years are listed in this section of the RAP. In starting this journey, we have already begun to increase our business activities related to reconciliation. More broadly, planning and practice increasingly recognise the importance of Traditional knowledge and cultures in land management. We support this shift and wish to contribute to more projects driven and supported by Aboriginal and Torres Strait Islander communities.



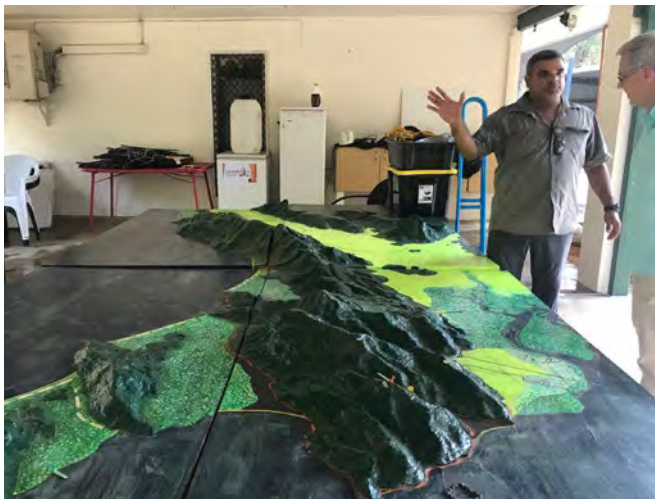
## UTS Indigenous Residential College, NSW

Ethos Urban is currently assisting UTS with a master planning project that will deliver Australia's first Indigenous Residential College (IRC) including an Indigenous arts centre and library. By adopting the Connecting to Country Framework as the basis for decision making and action, UTS was able to consider, incorporate and extend elements from the Designing with Country discussion paper, specifically in relation to environmental and biophilic design. The Designing with Country response directed the work of consultants and led to a reference design that supports social justice and Indigenous knowledge.



## Gunggandji Mandingalbay Yidinji (GMJ) People's Masterplan, QLD

Our QLD team is currently coordinating with the GMJ peoples and Federal, State, and Local Governments on this project to prepare a masterplan which will enable the GMJ peoples to live on Country with greater economic opportunities and prosperity.





### Cultural Path Cherbourg Aboriginal Shire Council, QLD

This project involved the preparation of a concept plan for a ‘cultural path’ to safely connect Cherbourg to the nearest township (Murgon) by foot, bike, or scooter. Ethos Urban provided landscape architecture, planning, and engagement services for the project.



### Hanging Rock Strategic Plan, VIC

The aim of this project was to prepare a 50-year strategic plan for the Hanging Rock Precinct. The Precinct has many tourism and recreational roles for the local, regional and state-wide community, and extensive heritage and environmental significance. The project included consultation (led by Extent Heritage) with the three Traditional Owner groups with connections to the Precinct: the Taungurung, Dja Dja Wurrung and Wurundjeri clans. For the first time the stories of the three tribes were recorded and presented in the Plan. A landscape assessment of the Rock and its surrounds were undertaken and key viewpoints and viewlines, including those of significance to the indigenous communities, were identified for protection. The Plan provides a strong and cohesive approach to future land use, governance, funding and environmental issues, and was supported by all parties. The Plan was launched by State Ministers and the Mayor of Macedon Ranges in a ceremony at the Rock.



### Redevelopment of South Eveleigh Precinct, NSW

Our NSW engagement and planning teams have been advising the South Eveleigh development team since 2015 on the redevelopment of the South Eveleigh Precinct in Sydney, NSW. Due to its proximity to the local Aboriginal and Torres Strait Islander community in Redfern we have been engaging with that community in all the work that has been done.

The heritage interpretation overlay in the public domain and in the building designs include Aboriginal and Torres Strait Islander elements such as a native rooftop farm, a cultural garden and a digital interpretation element. The project will also involve ongoing Aboriginal and Torres Strait Islander engagement with educational programs and tours within the Precinct.

Further to this, the project includes an ongoing community grants scheme which will also support local Aboriginal and Torres Strait Islander programs and groups. A number of Aboriginal and Torres Strait Islander organisations are involved in ongoing stakeholder advisory groups that have been set up for the project.



### Mandingalbay Yindji Aboriginal Corporation’s Eco-Cultural Infrastructure Tourism Project, QLD

The project involved the development of a property-based management plan, project visioning, assisting with the concept development and the approval of a development application for an Aboriginal eco-cultural tourism development at Trinity Inlet, immediately opposite the Cairns CBD in QLD. Ethos Urban also undertook engagement with local Aboriginal and Torres Strait Islander community groups for the project, which is the first of its kind that is owned and operated by Traditional Owners in the area.



## Ngurra Precinct, ACT

The Australian Institute of Aboriginal and Torres Strait Islanders (AIATSIS) is seeking to create a new National Aboriginal and Torres Strait Islander Cultural Precinct known as the Ngurra Cultural Precinct. The new \$316.5 million National Aboriginal and Torres Strait Islander Cultural Precinct will take its place among Australia's premier institutions in the Parliamentary Triangle as a place of national pride and significance. This will be the first dedicated precinct for Aboriginal and Torres Strait Islander peoples in Australia and will be made up of a new home for AIATSIS and a National Resting Place.

On behalf of AIATSIS, Ethos Urban is managing a two-staged Architectural Design Competition for the Ngurra Cultural Precinct. The first stage, endorsed by the Australian Institute of Architects, is an Expression of Interest (EOI). Following Stage 1, an invitation-only competitive design process will take place with shortlisted design teams. Ethos Urban has worked closely with AIATSIS and their Indigenous Cultural Design Advisor to prepare materials for the design competition and ensure the cultural heritage significance of the project and the site itself are a key consideration throughout the competition. Guiding the design competition has required a sensitive and respectful approach, dealing with multiple stakeholders and esteemed Jury members, as well as ensuring consultation outcomes with various Indigenous communities is meaningfully incorporated throughout the process.







# Action Plan





## Relationships

Ethos Urban's work revolves around the human experience of the built form, its relationship to land, sky and sea, and creating positive human outcomes through our projects.

The work that we do at Ethos Urban is underpinned by strong relationships and engagement with stakeholders. All projects begin with engagement, communicating project intentions and understanding stakeholder needs and expected outcomes. A key part of this engagement and communication is with Aboriginal and Torres Strait Islander peoples. All development is intrinsically linked with Country, and fostering positive and strong relationships with Aboriginal and Torres Strait Islander peoples is a crucial part of ensuring our projects are responsive to these histories.

Relationships			
Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. This will include industry stakeholders and wider community / social justice and education groups.	November 2022	Lead: Sarah Papalia. Support: Relationships sub-committee
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2023	Lead: Sarah Papalia. Support: Relationships sub-committee
	Maintain a database of Aboriginal and Torres Strait Islander individuals, community groups, and organisations that are relevant to our project work. This database will be shared internally via an organisation wide SharePoint site.	April 2023	Lead: Sarah Papalia. Support: Relationships sub-committee
	Explore membership with organisation such as the Jawun network, which provides secondment and engagement opportunities for up-and coming staff within Ethos Urban to engage with Indigenous Corporations and projects. A network which brings resources to Indigenous communities.	February 2023	Lead: Colin Finn. Support: Relationships sub-committee
	Present to the GLT on the findings of the above network memberships.	May 2023	Lead: Colin Finn
	Implement outcomes of GLT meeting regarding the above.	June 2023	Lead: Sarah Papalia. Support: Relationships sub-committee
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	Lead: Sarah Papalia. Support: Relationships sub-committee, Marketing
	Circulate external communications to acknowledge the significance of the week and Ethos Urban's commitment to reconciliation.	May 2023, 2024	Lead: Sarah Papalia. Support: Relationships sub-committee, Marketing
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023, 2024	Lead: Sarah Papalia. Support: Relationships sub-committee, Marketing
	Support RAP members to attend external NRW events, and share these stories on our internal network (tiny+), as well as supporting marketing to share the impact of these events.	27 May - 3 June 2023, 2024	Lead: Sarah Papalia. Support: Relationships sub-committee, Marketing
	Encourage and support all staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023, 2024	Lead: Sarah Papalia. Support: Relationships sub-committee, Marketing
	Explore opportunity to host an event with external (influential) stakeholders within NRW in 2023 and 2024.	May 2023,2024	Lead: Sarah Papalia. Support: Relationships sub-committee, Marketing

Relationships			
Action	Deliverable	Timeline	Responsibility
<b>Build relationships through celebrating National Reconciliation Week (NRW). cont.</b>	Host an internal event to celebrate NRW in 2023 and 2024.	May 2023,2024	Lead: Sarah Papalia. Support: Relationships sub-committee, Marketing, Office Support Managers
	Host and register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	Lead: Sarah Papalia. Support: Relationships sub-committee, RWG Chair, Champion
<b>Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2023	Lead: Sarah Papalia. Support: Relationships sub-committee
	Ethos Urban RAP committee will partner with our marketing team, to communicate our commitment to reconciliation publicly.	May 2023	Lead: Sarah Papalia. Support: Relationships sub-committee, Marketing
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2023	Lead: Sarah Papalia. Support: Relationships sub-committee
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2022, April 2023, October 2023, April 2024	Lead: Sarah Papalia. Support: Relationships sub-committee
	Publicly endorse the Uluru Statement from the Heart <a href="https://ulurustatement.org/the-statement/">https://ulurustatement.org/the-statement/</a> .	January 2023	Lead: Sarah Papalia. Support: Relationships sub-committee, GLT, Board & CEO
	Celebrate the good work we have done in this space. Marketing to post about the work we have done in partnership with First Nations Peoples and organisations.	October 2023	Lead: Sarah Papalia. Support: Relationships sub-committee, Marketing/Viscomms
	Build strong connections and invite collaboration within the Built Environment market. Develop connections within the local Built Environment community around RAP goals, and practical implementation of Design for Country principles. Leveraging existing forums such as Town Hall design workshops or the Architecture RING as an avenue for this thought leadership activity.	September 2023	Lead: Sarah Papalia. Support: Relationships sub-committee, Design for Country qualified staff
<b>Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2024	Lead: Charmaine Hipolito. Support: Relationships sub-committee
	Develop, implement and communicate an anti-discrimination policy for our organisation. This should be communicated in an all-staff briefing to be delivered by HR, as well as a downloadable / accessible module.	January 2024	Lead: Charmaine Hipolito. Support: Relationships sub-committee
	Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2023	Lead: Charmaine Hipolito. Support: Relationships sub-committee
	Educate senior leaders on the effects of racism.	January 2023	Lead: Sarah Papalia. Support: Relationships sub-committee, PSCC



## Respect

At Ethos Urban, our work revolves around the built form, and understanding how to create the best development outcomes for the human experience. However, all of our projects are on Country, and will have an impact on Country in one way or another, whether it be physically, visually or intrinsically. Therefore, an understanding of Aboriginal and Torres Strait Islander peoples, cultures, histories and rights are central to our understanding of Country, and how to create the most positive outcomes that we can through our work.

Respect			
Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	January 2023	Lead: Julia Moiso. Support: Respect sub-committee, PSCC
	Undertake updated all staff survey to measure outcomes from last year's training sessions and events, and identify key areas for learning.	January 2023	Lead: Julia Moiso. Support: Respect sub-committee, PSCC
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2023	Lead: Julia Moiso. Support: Respect sub-committee, Engagement team
	Identify groups we have previously worked with/engaged through projects, potential to tap into these networks to host consultation workshops.	April 2023	Lead: Julia Moiso. Support: Respect sub-committee, Engagement team
	Develop, implement, and communicate a cultural learning strategy document for our staff. Include all-staff training sessions via the Learning Management System and optional events.	June 2023	Lead: Charmaine Hipolito. Support: Respect sub-committee
	Each office to host at least 1 in-person cultural learning event.	October 2023	Lead: Julia Moiso. Support: Respect sub-committee, PSCC
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	October 2023	Lead: Charmaine Hipolito. Support: Respect sub-committee
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2023	Lead: Julia Moiso. Support: Respect sub-committee, Ella Coleman (RWG Chair)
	Hold a follow-up training to build on last year's trainings relevant to Acknowledgement of Country and Welcome to Country.	February 2023	Lead: Julia Moiso. Support: Respect sub-committee, Ella Coleman (RWG Chair)
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2023	Lead: Julia Moiso. Support: Respect sub-committee
	Recommunicate the Acknowledgement of Country summary sheet for each office that identifies what Country offices are located on, and has an example Acknowledgement, noting that staff may participate in activities located in various locations, away from our offices.	March 2023	Lead: Julia Moiso. Support: Respect sub-committee
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October 2022, April 2023, October 2023, April 2024	Lead: Julia Moiso. Support: Respect sub-committee, Marketing
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	February 2023	Lead: Julia Moiso. Support: Respect sub-committee, Marketing

<b>Respect</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. cont.</b>	Acknowledgement of Country included in all presentation and report templates.	May 2023	Lead: Julia Moiso. Support: Respect sub-committee, Marketing
	Incorporating traditional place/country names into our reports. In our introductory / site analysis sections of our reports we embed the traditional country names after the street address.	January 2023, October 2023	Lead: Julia Moiso. Support: Respect sub-committee, Marketing
	Monitor and seek to support indigenous land mapping exercise that Australia Post are currently undertaking.	March 2023, June 2023, October 2023	Lead: Julia Moiso. Support: Respect sub-committee
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023, 2024	Lead: Julia Moiso. Support: Respect sub-committee, Ella Coleman (RWG Chair)
	RWG to arrange all-staff attendance at 1 in-person event in each office, and identify online attendance opportunities.	First week in July, 2023, 2024	Lead: Julia Moiso. Support: Respect sub-committee, Ella Coleman (RWG Chair)
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023, 2024	Lead: Charmaine Hipolito. Support: Respect sub-committee, GLT
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2023, 2024	Ella Coleman (RAP Chair)
	RWG to create a NAIDOC week calendar to share with all staff.	First week in July, 2023, 2024	Ella Coleman (RAP Chair)
<b>Celebrate/recognise Aboriginal and Torres Strait Islander cultures and histories by recognising and celebrating National Reconciliation Week.</b>	RAP Working Group to participate in an external NRW Week event. RWG to arrange all-staff attendance at 1 in-person event in each office, and identify online attendance opportunities.	Last week of May, 2022, 2023	Respect sub-committee, RWG Chair/ Champion
	Review HR policies and procedures to remove barriers to staff participating in NRW Week. RWG to book out time for the in-person event attendance well in advance, and GLT to endorse attendance.	April 2022	Respect sub-committee, GLT, PSCC
	Promote and encourage participation in external NRW events to all staff. RWG to create a NRW week calendar to share with all staff.	Last week of May, 2022, 2023	RWG Chair



## Opportunities

By increasing the accessibility of these positions for Aboriginal and Torres Strait Islander peoples within our business, we improve everyone's engagement with the urban environment.

Opportunities			
Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2023	Lead: Juliet Louw. Support: Opportunities sub-committee, PSCC
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2023	Lead: Charmaine Hipolito. Support: Opportunities sub-committee
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	April 2023	Lead: Charmaine Hipolito. Support: Opportunities sub-committee
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2023	Lead: Charmaine Hipolito. Support: Opportunities sub-committee, Marketing
	Create new protocol that uses websites, firms and community groups to reach Aboriginal and Torres Strait Islanders. Explore and create lasting relationships with these companies	April 2023	Lead: Charmaine Hipolito. Support: Opportunities sub-committee
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2023	Lead: Charmaine Hipolito. Support: Opportunities sub-committee, Marketing
	Explore partnership opportunities with organisations such as CareerTracker to facilitate Indigenous internship opportunities.	July 2023	Lead: Charmaine Hipolito. Support: Opportunities sub-committee, RD's
	Present partnership opportunities found to the GLT, and provide pathway for implementation.	September 2023	
	Implement outcome of GLT presentation above.	November 2023	
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2023	Lead: Charmaine Hipolito. Support: Opportunities sub-committee, Marketing
	Investigate Supply Nation membership. This was investigated in 2021 and identified as not being required at that point in time. This will be reinvestigated.	April 2024	Lead: Juliet Louw. Support: Opportunities sub-committee
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April 2023	Lead: Juliet Louw. Support: Opportunities sub-committee
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2023	Lead: Juliet Louw. Support: Opportunities sub-committee
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2023	Lead: Juliet Louw. Support: Opportunities sub-committee

<b>Opportunities</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. cont.</b>	Investigate offsetting our Carbon footprint Aboriginal organisation such as Aboriginal Fire Farming Carbon Credits through <a href="https://www.kkt.org.au/about">https://www.kkt.org.au/about</a> and <a href="https://www.alfant.com.au/">https://www.alfant.com.au/</a> in collaboration with the ESG and Sustainability Committee	August 2023	Lead: Juliet Louw. Support: Opportunities sub-committee
	Present to the GLT on above carbon offsetting strategy.	October 2023	Lead: Juliet Louw. Support: Opportunities sub-committee
	Implement above carbon offsetting strategy.	January 2024	Lead: Juliet Louw. Support: Opportunities and Sustainability sub-committee
<b>Explore university scholarship opportunities for Aboriginal and Torres Strait Islander students in Planning, Project Management, Engagement and Urban Design.</b>	Present to GLT with potential university partnerships.	June 2023	Lead: Juliet Louw. Support: Opportunities sub-committee, GLT
	Implement scholarship opportunities	February 2024	Lead: Juliet Louw. Support: Opportunities sub-committee, GLT
<b>Explore opportunities for pro bono work relating to Aboriginal and Torres Strait Islander organisations.</b>	Present to GLT on pro bono opportunities	February 2023	Lead: Juliet Louw. Support: Opportunities sub-committee
	Undertake pro-bono work throughout 2023 and 2024	October 2023, October 2024	Lead: Juliet Louw. Support: Opportunities sub-committee, RAP Chair & Champion
<b>Explore volunteering leave throughout the company to allow staff to volunteer/ take time off to work with Aboriginal and Torres Strait Islander organisations.</b>	Present to GLT on volunteering opportunities	February 2023	Lead: Juliet Louw. Support: Opportunities sub-committee, RAP Chair & Champion





Governance			
Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2022, July 2023, December 2023, July 2024	Lead: Jessica Kotselas. Support: Governance sub-committee
	Establish/update and apply a Terms of Reference for the RWG.	January 2023	Lead: Jessica Kotselas. Support: Governance sub-committee
	Meet at least nine times per year to drive and monitor RAP implementation.	Monthly	Ella Coleman (RAP Chair)
	Investigate external Aboriginal and Torres Strait Islander Reference Group.	March 2023	Lead: Jessica Kotselas. Support: Governance sub-committee
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	May 2023, 2024	Lead: Jessica Kotselas. Support: Governance, opportunities, relationships, & respect sub-committee
	Create budget plan for RAP commitments – to be included in annual budgeting process. Submit plan to GLT for endorsement.	January 2023, June 2023, June 2024	Lead: Jessica Kotselas. Support: Governance sub-committee
	Engage our senior leaders and other staff in the delivery of RAP commitments.	October 2022, April 2023, October 2023, April 2024	Michael Oliver (RAP Champion)
	Aim to specify which RAP actions would be best supported by senior staff once endorsed.	October 2022	Lead: Jessica Kotselas. Support: Governance sub-committee, Michael Oliver (RAP Champion)
	Ensure senior staff attendance at events.	October 2022, April 2023, October 2023, April 2024	Michael Oliver (RAP Champion)
	Define and maintain appropriate systems to track, measure and report on RAP commitments. Spreadsheet to track RAP commitments, incorporating 'traffic light' system to monitor progress.	Monthly updates, with audit in July 2023	Lead: Jessica Kotselas. Support: Governance sub-committee, Ella Coleman (RAP Chair)
	Appoint and maintain an internal RAP Champion from senior management. Scope new Chair and Champion prior to end of Innovate RAP Period. EOI for willing members.	October 2022, April 2024	RWG chair
	Establish minimum director level representation and involvement in RWG.	October 2022, April 2023, October 2023, April 2024	Lead: Jessica Kotselas. Support: Governance sub-committee, Michael Oliver (RAP Champion)
	Ensure at least one member of the Group Leadership Team is on the RWG and attends a RWG meeting each quarter.	October 2022, April 2023, October 2023, April 2024	Lead: Jessica Kotselas. Support: Governance sub-committee, Michael Oliver (RAP Champion), GLT

Governance			
Action	Deliverable	Timeline	Responsibility
<b>Provide appropriate support for effective implementation of RAP commitments. cont.</b>	Integrate into the Ethos Urban Corporate KPI's. Engage with Reconciliation Australia to understand what KPI's to target and include employment and engagement statistics into the EU report Framework.	June/July 2023, 2024 (Align with EOFY)	Lead: Jessica Kotselas. Support: Governance sub-committee, Michael Oliver (RAP Champion), GLT, Board & CEO
	Create a consolidated resource bank where staff can access and share connections, relationships and project information.	January 2023	Lead: Jessica Kotselas. Support: Governance sub-committee, PSCC
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	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. RWG chair details to be updated accordingly.	October 2022	Lead: Jessica Kotselas. Support: Governance sub-committee, Ella Coleman (RAP Chair)
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024	Lead: Jessica Kotselas. Support: Governance sub-committee, Ella Coleman (RAP Chair)
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. RWG to meet and run through responses to questionnaire.	30 September 2023, 2024	Lead: Jessica Kotselas. Support: Governance sub-committee
	Report RAP progress to all staff and senior leaders quarterly. Quarterly national all staff online presentation.	October 2022, 2023 April 2023, 2024	Lead: Jessica Kotselas. Support: Governance sub-committee, Ella Coleman (RAP Chair)
	Report RAP progress to GLT quarterly.	October 2022, 2023 April 2023, 2024	Lead: Jessica Kotselas. Support: Governance sub-committee, Ella Coleman (RAP Chair)
	Publicly report our RAP achievements, challenges and learnings, annually. Report via written RAP annual report – upload to website (approval required by GLT)	Annually	Lead: Jessica Kotselas. Support: Governance sub-committee, Marketing
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Lead: Jessica Kotselas. Support: Governance sub-committee
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2024	Lead: Jessica Kotselas. Support: Governance sub-committee, Ella Coleman (RAP Chair)
<b>Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	RWG chair



Clockwise starting top right: Ethos Urban's Brisbane team watch a smoking ceremony by Nyanda Cultural Tours, the Melbourne Team undertakes a tour of the Birrarung Walk, the Brisbane team participates in activities with Nyanda Cultural Tours, and the Sydney team undertakes an Indigenous art class led by Wiradjuri artist Darren Charlwood.

[ethosurban.com](http://ethosurban.com)

## **Sydney**

(02) 9956 6962  
173 Sussex Street, Sydney  
(Gadigal Land)  
NSW 2000  
[sydney@ethosurban.com](mailto:sydney@ethosurban.com)

## **Melbourne**

(03) 9419 7226  
Level 8, 30 Collins Street, Melbourne  
(Wurundjeri Woi Wurrung Land)  
VIC 3000  
[melbourne@ethosurban.com](mailto:melbourne@ethosurban.com)

## **Brisbane**

(07) 3852 1822  
Level 4, 215 Adelaide Street, Brisbane  
(Turrbal, Jagera and Yugara peoples)  
QLD 4000  
[brisbane@ethosurban.com](mailto:brisbane@ethosurban.com)