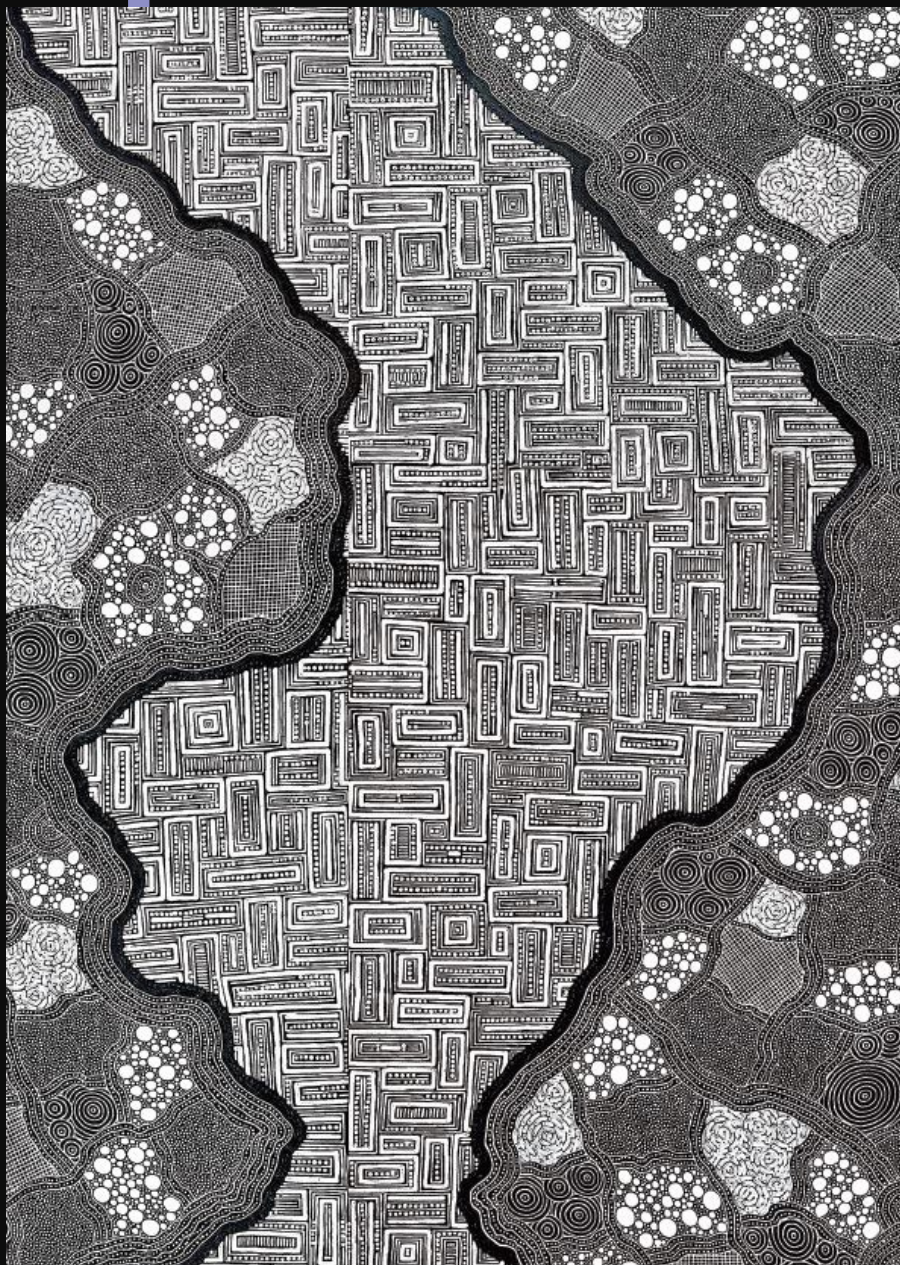


URBIS INNOVATE RECONCILIATION ACTION PLAN

SEPTEMBER 2023 – SEPTEMBER 2025



Reconciliation Australia commends Urbis on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Urbis continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Urbis will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Urbis using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Urbis to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Urbis will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Urbis' future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Urbis on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Karen Mundine – Photo by Joseph Mayers

OUR VISION FOR RECONCILIATION

Urbis' vision for reconciliation is to be actively involved in embedding First Nations cultures and worldviews into the solutions we create for places and communities.

We believe we can play a leading role in engaging First Nations peoples, communities and organisations in the processes of design, planning and review, and can demonstrate how learning from First Nations stories, histories and connections to land and place enhances the outcomes we create.

We aim to foster two-way learning, innovative education and career pathways, and sector-leading collaboration with First Nations peoples and organisations. As our partnerships continue to grow, we will extend our investment in the cultural capability of our organisation and remain focused on supporting the active participation of First Nations peoples in all aspects of our projects and business operations. We are working towards mutual benefit for First Nations peoples, our organisation and the work we do.

This document proudly builds on our previous Reconciliation Action Plans (RAP) and focuses on the areas we believe will make the biggest difference in supporting our journey towards reconciliation.

OUR BUSINESS

"Here at Urbis, we have one simple goal - to shape cities and communities for a better future."

It's something we achieve by drawing together a network of the brightest minds.

We are a creative community of practice experts who work to deliver fresh thinking and independent advice and guidance backed up by real, evidence-based solutions.

We work for clients who make the places we live in and improve the lives of people in our communities.

In collaboration, we provide independent advice to developers, investors, property owners, private companies, NGOs, community groups, industry associations and all levels of government.

The diversity of our people and the people we work with is key to our creativity, and we highly value our efforts to build an inclusive culture where differences are respected, celebrated and supported.

Our team comprises over 800 employees across 8 offices in Australia and Singapore with approximately 0.5% identifying as First Nations peoples. Increasing and improving our First Nations recruitment, retention and professional development is a core objective of this RAP.

"We have a deep and abiding commitment to reconciliation."

At Urbis, we see reconciliation as vital to Australia's national wellbeing, and acknowledge the care Aboriginal and Torres Strait Islander peoples took of the land for millennia. We respect Aboriginal and Torres Strait Islander peoples ways of seeing, which are grounded in place, community and kinship.

We aim to build genuine and long-lasting relationships with Aboriginal and Torres Strait Islander leaders, communities, organisations and businesses.

Our work has enabled us to work with Aboriginal and Torres Strait Islander communities on important issues, such as land use planning, health, education and economic development.

At Urbis, we are committed to identifying proactive and creative ways to build employment pathways for Aboriginal and Torres Strait Islander people and to be seen as an employer choice.

We prioritise the engagement of local and, wherever possible, Aboriginal and Torres Strait Islanders suppliers in all aspects of our work. This is a critical commitment to supporting local and Aboriginal and Torres Strait Islander businesses and enabling them to thrive on land never ceded.

“With influence comes responsibility.”

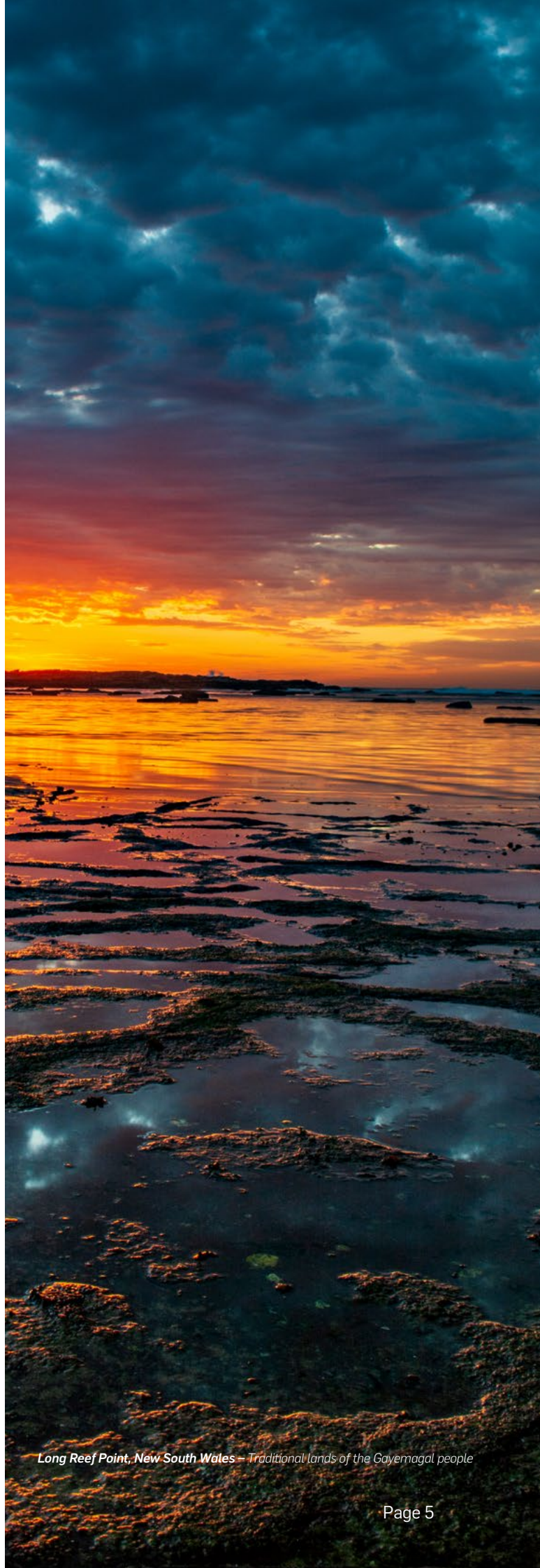
We have demonstrated strengths in driving thought leadership in the industry, including embedding worldviews of First Nations and engagement in our projects.

Our work on the Connecting with Country Draft Framework in NSW has enabled us to play a leading role at national level in shaping, implementing, capturing and driving best practices in the engagement and design of First Nations people.

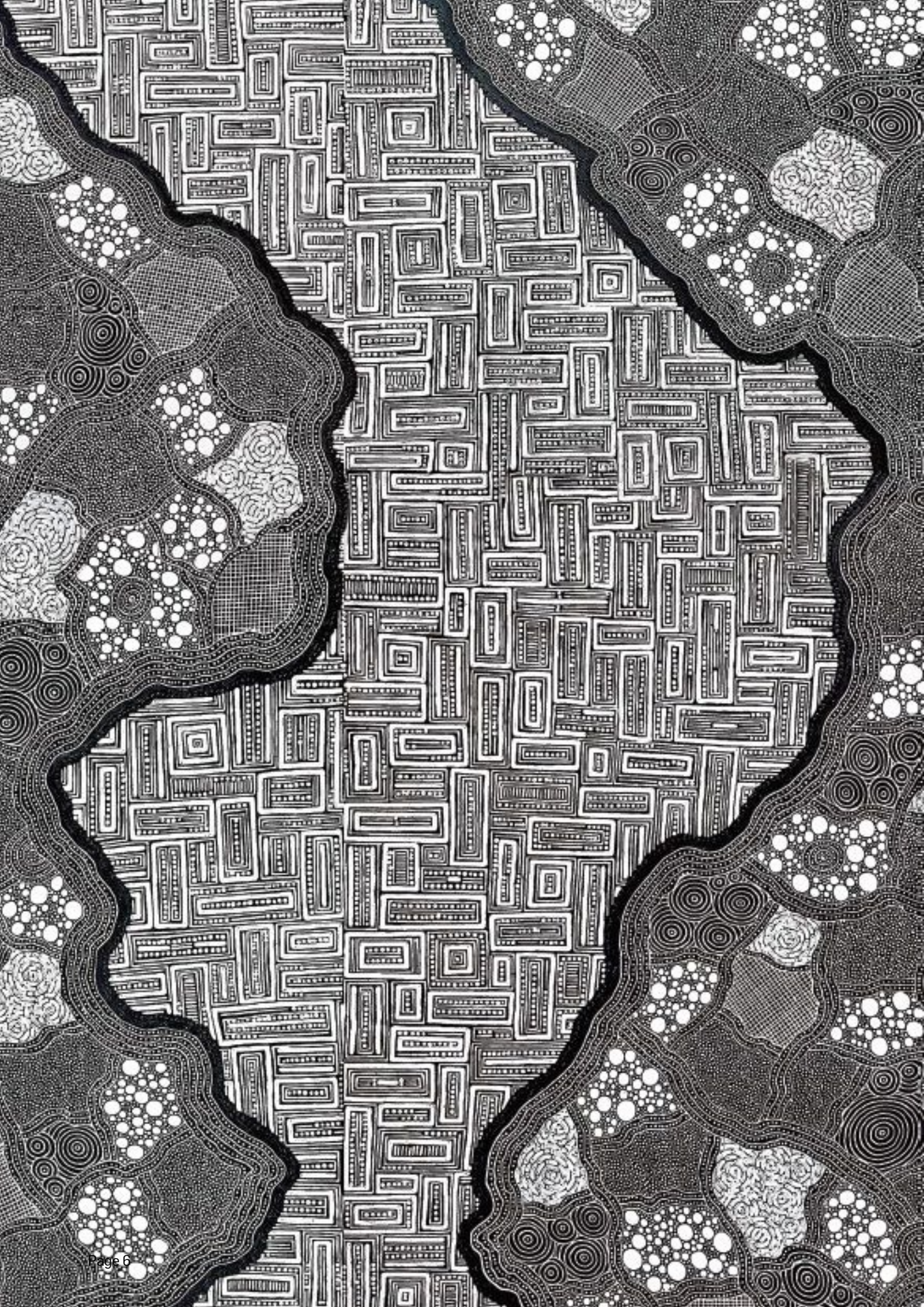
We will continue to explore ways to connect with First Nations people, community leaders, businesses and organisations as partners and stakeholders who share our vision to generate positive outcomes.

Our network of First Nations partners

Karen Milward Consulting, Cox Inall Ridgeway, Yerrabingin and Ngurra Advisory.



Long Reef Point, New South Wales – Traditional lands of the Gayemagal people



OUR RAP

Our refreshed Innovate RAP maintains our focus, as an organisation and as individuals, on our continuous journey of learning and growth as we work towards embedding meaningful engagement with First Peoples as integral to our way of working.

This document is an articulation of our aspirations and value commitments, and also sharpens our focus on the actions we will take in our everyday work to bring these values to life. It outlines the positive changes we will make to the ways we approach our business operations, project work, workforce and workplace environment to illuminate our respect for First Peoples and acknowledge the valuable mutual benefits that increased connections with First Nations peoples and communities create.

Our motivation for continuing our RAP journey is to build on our strengths and the achievements we are proud of, while clarifying the opportunities that exist for us to refine our direction so that our RAP becomes part of us and is embedded within our DNA.

Commissioned by Urbis, the four paintings express the beauty of the Australian landscape and the connection it has to its people, while revealing the history and lessons the land can teach us.

**Artists: Tarrisie King & Sarrita King
Title: Connecting Land
Clan: Gurindji Waanyi
Area: Katherine, NT**

We see delivering on our RAP commitments as a collective goal that must be embedded into the practice of all staff across our national organisation and across our networks. It is a goal of this RAP to increase the visibility of Urbis' RAP and to promote the work of the RAP Working Group on a regular basis, to help staff to see the role that they have to play, and to feel pride in the progress we are making and understand how the RAP journey is meaningful and relevant to us all.

It is a strong commitment of this RAP to embed First Nations representation into the governance of the RAP. Although the implementation of the RAP must be upheld as a shared responsibility of all Urbis employees and senior leadership, it is essential that the viewpoints of First Nations people inform and guide the way RAP actions are delivered and how success is understood. This RAP will explore opportunities to enhance the involvement and engagement of First Nations people in the governance of the RAP, and more broadly in the governance of our project work and workforce decisions. We will seek to engage community members and knowledge holders from within our stakeholder networks, including First Nations partner organisations, sector organisations and community groups to provide us guidance for our reconciliation agenda. This engagement will support us in our continuous pathway to learning, building cultural capability and strengthening the work we do through drawing on the expertise of our partners and stakeholders.

RAP GOVERNANCE

A strong governance structure is core to delivering on our RAP commitments. Urbis' National RAP Working Group will encompass a broad and diverse cross-section of senior leaders within our workforce and will incorporate First Nations representation.

Urbis' Managing Partner will act as the RAP Champion to exemplar commitments in the RAP and to ensure reconciliation is amplified as an organisational priority internally and externally. A representative from the National RAP Working Group will be responsible for reporting to the National Diversity & Inclusion Board on a quarterly basis. The National Diversity & Inclusion Board reports directly to the Urbis Board.

The RAP's deliverables have been grouped into 'streams' for implementation with an internal lead appointed to provide accountability for each deliverable. The stream leads have been selected to embed senior leadership within the National RAP Working Group and to provide coverage across Urbis' regions. The stream leads will oversee local working groups of employees which have been established to assist in working towards each deliverable.

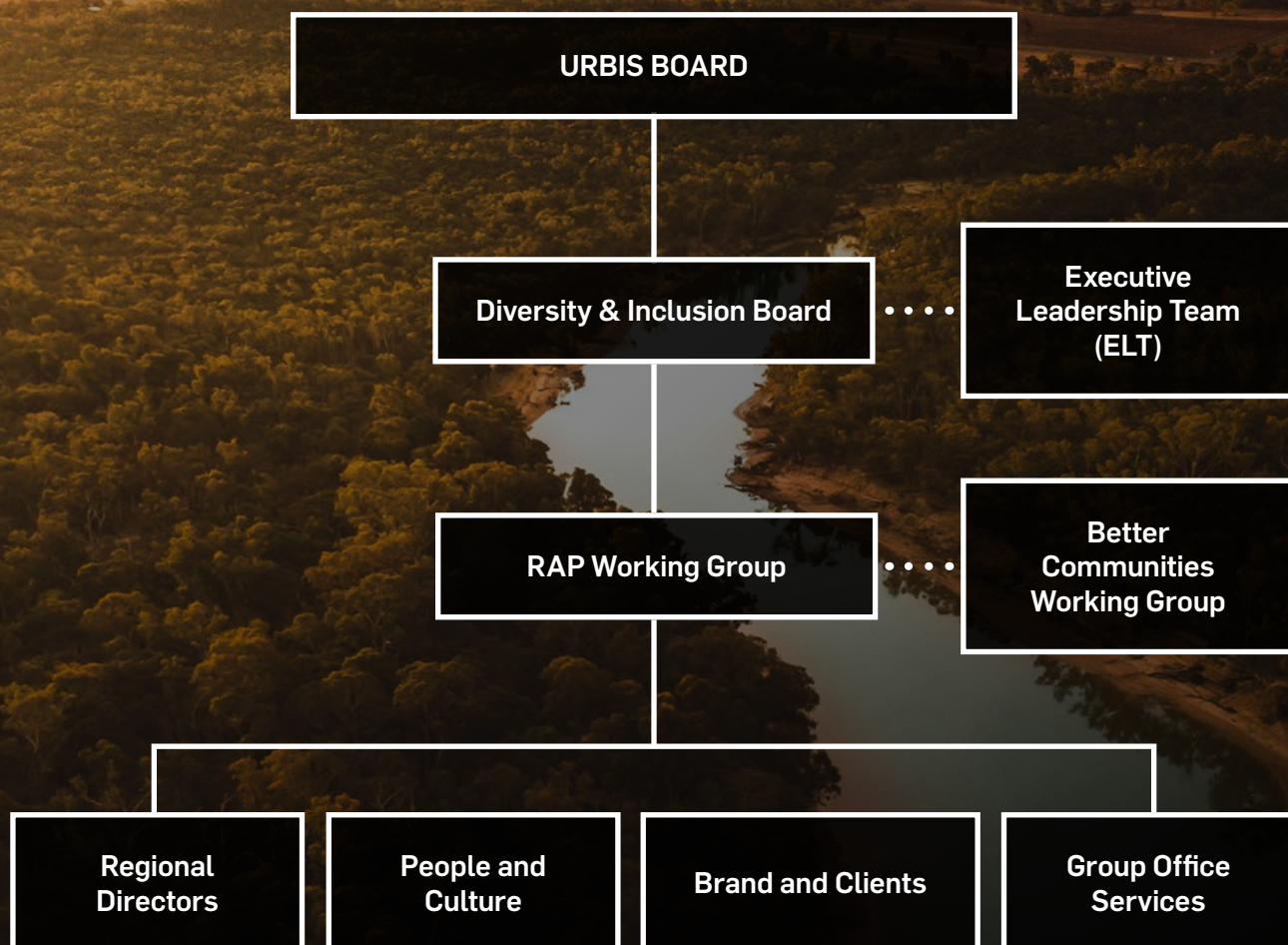
The streams will include:

- Cultural Learning
- Employment
- Engagement
- Policy and Protocols
- RAP Communications and Reporting

The National RAP Working Group incorporates the following people and positions:

- **Glen Power**
Director, Brisbane
(Lead – Cultural Learning)
- **Karen Wright**
Regional Director, Western Australia
(Lead – Employment)
- **Kris Nolan**
Director, Perth
(Lead – Engagement)
- **Christina Griffiths**
Associate Director, Sydney
(Lead – Policy and Protocols)
- **Sam Allsop**
Director, Sydney
(Lead – RAP Communications and Reporting;
Representative – Diversity & Inclusion Board)
- **Jessica Greer**
Senior Marketing & Communications Consultant,
Melbourne
- **Danielle Stein**
Group Office Services Manager, Brisbane
- **Ashleigh Cantori**
Diversity & Capability Specialist, Sydney
- **James Tuma**
Managing Partner, Brisbane
(RAP Champion)
- **Christian Hampson**
Chief Executive Officer, Yerrabingin
(First Nations Representative)

The National RAP Working Group will also be supported by the Regional Directors, People and Culture, Brand and Clients, and Office Services as required. An overview of the broader governance and support system is provided in the chart (following).



URBIS' RECONCILIATION JOURNEY SO FAR

We are proud of what we have achieved in our reconciliation journey so far since launching our first RAP in 2016 and embrace the opportunity to reflect on some key learnings to refine our direction into the future.

Some of the highlights from our journey so far:

- We have developed strength as a leader in areas of First Nations procurement and in socialising First Nations engagement into policies and practice. We have held educational events for the broader sector through a partnership with the Property Council, and have influenced clients to adopt the NSW Government's Connecting with Country draft framework as a pathway to best practice in project planning and design.
- There are strong levels of respect among our staff for First Nations cultures, people and storytelling that have been reinforced through a strengthened focus on embedding cultural protocols into business practices, such as through performing Acknowledgement of Country, and taking opportunities to celebrate key First Nations dates and events throughout the year.
- We have continued to provide opportunities for cultural learning and training for staff, with around 120 staff accessing cultural awareness and capability training.
- We are proud of the strong partnerships we are building with First Nations businesses and consultants, that enable us to enhance our business offerings, demonstrate forward thinking and deliver improved outcomes.

In developing this RAP, we took a consultative approach and ran workshops with a range of employees and external stakeholders. We collectively reflected on key learnings and gained insights and creative ideas to shape our future directions for reconciliation. We have identified a number of key areas for growth that have helped shape the focus of this RAP. These include:

- **Opportunities to grow in First Nations employment and continue to build a workplace that is safe and attractive for First Nations people.** We want to take a creative approach to growing our First Nations workforce, and aim to explore options for attracting First Nations talent, such as targeted secondments, building relationships with educational institutions, and strengthening graduate pathways through renewing our relationship with CareerTrackers (or similar agency) across all states.
- **Enhance access for staff to learning opportunities to build cultural capability and awareness.** We will celebrate the strong appetite among our staff to access more opportunities to develop their cultural capability and awareness and create ongoing opportunities for experiential learning and training. We will also explore how we can develop the learning and mentoring potential that exists within our relationships with First Nations stakeholders and organisations, and find new ways to interact with communities on Country in the areas we work to build our understanding of First Nations stories and lived experiences.
- **A strong commitment to embedding First Nations governance in all areas of our project work and in strategic and workforce decisions.** In recognition of the value that meaningful partnerships and First Nations knowledge add to our work, we aim to establish standardised approaches to best practice collaboration, including appropriate guidelines and

reimbursement for the use of First Nations cultural and intellectual property rights.

- **Exploring potential expansion into new business areas to become a sector leader for First Nations collaboration.** We will actively support and embed the number of existing and emerging policies that identify best practice approaches to collaboration, and indeed, those that are identified by First Nations communities.
- **Increasing the governance and visibility of the RAP within our organisation.** To elevate the status and effectiveness of our RAP, we understand the importance of appropriately resourcing the delivery of RAP initiatives, creating more practical accountability in our RAP leadership and progress, and when required, seeking external advice or mentoring, to maximise the impact of our reconciliation activities.

Case Study

Murgon Indigenous Health Staff Housing

Through actions outlined in our Reconciliation Action Plan, Urbis has entered into a pro-bono partnership with the Cherbourg Regional Aboriginal and Islander Community Controlled Health Services (CRAICCHS) in South Eastern Queensland. CRAICCHS is a local community-run organisation which provides a bulk billing GP clinic, and service centre for holistic health, wellbeing and community support to the Cherbourg and South Burnett Communities. It provides culturally appropriate services and advocates for local First Nations communities to achieve equitable health outcomes.

The COVID-19 pandemic placed unprecedented strain on medical professionals and exacerbated existing staffing shortages in regional communities such as Cherbourg and South Burnett.

A team of Urbis Planners and Landscape Architects from by our Gold Coast and Brisbane teams, worked with CRAICCHS to prepare a development application and landscape planning for a residential building within close proximity to Cherbourg Hospital on behalf of CRAICCHS. The building, also designed pro bono by COX Architects, will provide accommodation for general practitioners and other medical staff to provide health services at the Cherbourg Hospital. This accommodation will support the ongoing temporary and permanent relocation of medical professionals to the community to help ensure access to appropriate health services.

Urbis looks forward to continue supporting CRAICCHS through the course of this project and their ongoing contribution to the health and wellbeing of the Cherbourg and surrounding community.



THE FOUR PILLARS



Relationships

Building strong relationships with First Nations people, community leaders, businesses and community organisations enriches every aspect of our work. It helps us to better understand the histories and significance of the land where we work with our clients and better informs the impact and outcomes we aim to achieve for communities. Hearing First Nations stories and sharing knowledge with First Nations people shapes our viewpoints and gives us greater access to fresh thinking, creative ideas and different ways of working that enhances our ability to come up with meaningful solutions.



Respect

Respect for First Nations cultures, peoples and storytelling drives our approach to our work. Our business is creating solutions for places and communities, and we hold obligations to learn from and understand the histories, values and connections to land and place that First Peoples hold. We show respect through our words, actions, and the environments we create. We aim to be a thought leader in embedding First Nations worldviews into all aspects of our work.



Opportunities

The focus of our work is creating positive solutions for peoples and communities, and through both our processes and outcomes, we have the potential to enhance opportunities for First Nations peoples and organisations. We are proud of our First Nations procurement practices and continue to seek opportunities to build First Nations expertise into our projects and business operations through engaging First Nations businesses and expertise. As we build and grow opportunities to attract and support First Nations employees, our working culture, our cultural capabilities and our client outcomes will continue to be enriched through diversity, openness and inclusiveness.



Governance

Accountability, transparency and governance will be key to continue to drive forward our reconciliation journey. The reestablishment of a RAP Working Group including First Nations representation will provide structure and focus to the actions in this RAP and allow Urbis staff throughout the firm to enact progress. There will also be a renewed focus on senior staff leadership supporting the delivery of our RAP and ensuring that our progress is measured and reported both internally and externally. We are committed to learning from not only our successes, but also our challenges, and constantly striving to understand how we can do better in supporting reconciliation.



Relationships

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	February 2024	Lead - Engagement Stream
	Work closely with communities in the regions our offices are located to determine localised engagement plans.		Support: Head of People & Culture Operations
	Develop a database of key stakeholders to be shared across business units.	February 2024	Lead - Engagement Stream
			Support: Head of People & Culture Operations
	Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	August 2024	Lead - Engagement Stream
			Support: Head of People & Culture Operations
	Engage local communities and organisations in each of the regions where Urbis has a presence and invite them to attend events and celebrations and discuss other ways of working together.	August 2024	Lead - Engagement Stream
			Support: Head of People & Culture Operations
	Engage existing First Nations partners in the development of guidelines for the reimbursement and use of cultural and intellectual property.	February 2025	Lead - Engagement Stream
			Support: Head of People & Culture Operations
	Ensure guiding principles are shared with all sub-Contractors to make sure they are accessible to and understood by all delivery partners and stakeholders.	August 2025	Lead - Engagement Stream
			Support: Head of People & Culture Operations
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024, 2025	Lead - Cultural Learning Stream
	RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2024, 2025	Lead - Cultural Learning Stream
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2024, 2025	Lead - Cultural Learning Stream
			Support: RAP Champion
	Organise at least one NRW event each year. Provide opportunities for employees to share and reflect on their learnings for NRW which may include providing employees with an opportunity to participate in an internal video story or written post.	27 May to 3 June 2024, 2025	Lead - Cultural Learning Stream
	Provide opportunities at least 2 times per year for local RAP Working Groups to connect in with the National RAP Working Group meeting, part of which will be focused on reflecting on learnings from NRW.	Annually - March & September	Lead - Policy & Protocols Stream
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2024, 2025	Lead - RAP Communications and Reporting Stream



Relationships

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2024	Lead - RAP Communications & Reporting Stream
	Publish annual reports in an engaging format (such as video case studies) to all staff profiling RAP progress and achievements.	Annually - October	Lead - RAP Communications & Reporting Stream Support: Head of Creative
	Provide annual opportunities for staff to hear from the RAP Working Group or Urbis senior leadership on the topic of reconciliation, which may include promotion of internal videos or stories.	August 2025	Lead - RAP Communications & Reporting Stream
	Promote opportunities to join or support the work of the RAP Working Group through internal communications channels.	Annually - September	Lead - RAP Communications & Reporting Stream
	Communicate our commitment to reconciliation publicly.	July 2023	Lead - RAP Communications & Reporting Stream Support: Head of Brand, Marketing & Communications
	Deliver an Urbis RAP-specific eDM to internal and external stakeholders profiling RAP progress and case studies.	Annually - June	Lead - RAP Communications & Reporting Stream Support: Head of Brand, Marketing & Communications
	Provide employees with content and technical support to demonstrate the Urbis commitment to reconciliation through communication channels (may include email signatures, Acknowledgement of Country within reports, or inclusion of Country on business cards).	February 2024	Lead - RAP Communications & Reporting Stream
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	February 2024	Lead - Engagement Stream
	Continue to work with industry groups to hold educational and upskilling events supporting collaboration with First Nations people.	August 2025	Lead - Cultural Learning Stream
	Strongly encourage clients to adopt the existing and emerging policies that identify best practice approaches to collaboration with First Nations communities.	August 2025	Lead - Engagement Stream
	Collaborate with organisations who are also part of the RAP program and establish a formal RAP mentor relationship with a Stretch RAP organisation within the same or similar sector.	August 2024	Lead - Engagement Stream
	Identify at least one pro bono project to work on in partnership with a like-minded organisation.	August 2025	Lead - Engagement Stream



Relationships

Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2024	Lead - Policy & Protocols Stream Support: Head of People & Culture Operations
	Engage with First Nations staff and/or First Nations advisors and partners to consult on our anti-discrimination policy and ensure culturally-inclusive advice.	August 2024	Lead - Policy & Protocols Stream Support: Head of People & Culture Operations
	Develop, implement, and communicate an anti-discrimination policy for our organisation	February 2025	Lead - Policy & Protocols Stream Support: Head of People & Culture Operations
	Educate senior leaders on the effects of racism. Include specific learning modules or case studies as part of the Urbis Cultural Awareness Training program.	February 2025	Lead - Cultural Learning Stream



Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Engage an external reviewer to conduct a review of cultural learning needs within our organisation.	February 2024	Lead - Cultural Learning Stream
	Consult local Traditional Owners and/or First Nations advisors on the development and implementation of a cultural learning strategy.	August 2024	Lead - Cultural Learning Stream
	Develop, implement and communicate a cultural learning strategy for our staff.	February 2025	Lead - Cultural Learning Stream Support: Head of Learning and Capability
	Provide opportunities for RAP Working Group members, People and Culture staff and other key leaders to participate in formal and structured cultural learning.	August 2024	Lead - Cultural Learning Stream Support: Head of Learning and Capability
	Deliver a structured story-based learning series that is available bi-annually and open to all staff.	August 2025	Lead - Cultural Learning Stream Support: Head of Learning and Capability
Demonstrate respect to First Nations peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2024	Lead - Policy & Protocols Stream
	Update, implement and communicate Urbis' cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2024	Lead - Policy & Protocols Stream
	Continue to engage a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol significant events.	August 2024	Lead - Policy & Protocols Stream
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2024	Lead - Policy & Protocols Stream
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	RAP Working Group to continue participating in external NAIDOC Week events and build on Urbis' previous participation.	First week in July 2023, 2024	Lead - Cultural Learning Stream
	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	February 2024	Lead - Policy & Protocols Stream Support: Head of People & Culture Operations
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023, 2024	Lead - RAP Communications & Reporting Stream RAP Champion
Embed respect for First Nations worldviews into business practice, through guideline and policy implementation	Engage with existing and emerging policies to create a values document based on best practice approaches to collaboration with First Nations communities.	February 2025	Lead - Engagement Stream
	Actively promote the values document that will apply to all work that requires collaborating with First Nations peoples.	August 2025	Lead - Engagement Stream Support: Head of People & Culture Operations



Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	November 2023	Lead - Employment Stream Support: Head of People & Culture Operations
	Engage with First Nations staff and/or networks to consult on our recruitment, retention and professional development strategy.	February 2024	Lead - Employment Stream
	Develop a cost benefit analysis for a First Nations Employment program, that may include a secondment program for First Nations practitioners or a schools-based partnership to raise awareness of the diversity of jobs in the sector.	May 2024	Lead - Employment Stream
	Develop and implement a First Nations recruitment, retention and professional development strategy (including an initial First Nations Employment target), including through external advice and expertise.	November 2024	Lead - Employment Stream
	Advertise job vacancies to effectively reach First Nations stakeholders.	February 2025	Lead - Employment Stream
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace, which may also be informed by external advice and expertise	May 2024	Lead - Employment Stream Support: Head of People & Culture Operations
	Increase the percentage of First Nations staff employed in our workforce.	August 2025	Lead - Employment Stream
	Connect with organisations to engage First Nations interns across all Urbis offices and strengthen career pathways.	August 2025	Lead - Employment Stream



Opportunities

Action	Deliverable	Timeline	Responsibility
Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nations procurement strategy.	February 2024	Lead - Policy & Protocols Stream Support: Group Office Services Manager
	Develop an Urbis-specific preferred supplier list/s of First Nations suppliers and promote this via the Intranet.	May 2024	Lead - Policy & Protocols Stream Support: Group Office Services Manager
	Investigate Supply Nation membership.	May 2024	Lead - Policy & Protocols Stream Support: Group Office Services Manager
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	August 2024	Lead - Policy & Protocols Stream Support: Group Office Services Manager
	Raise the profile of First Nations preferred suppliers through existing opportunities (such as NAIDOC Week).	August 2024	Lead - Policy & Protocols Stream Support: Group Office Services Manager
	Regularly promote relevant First Nations businesses aligned to Urbis' offerings, through RAP communications	August 2024	Lead - RAP Communications & Reporting Stream Support: Group Office Services Manager
	Review and update procurement practices to remove potential barriers and to proactively support the procuring of goods and services from First Nations businesses.	February 2024	Lead - RAP Communications & Reporting Stream Support: Group Office Services Manager
	Develop commercial relationships at a national and/or a state level with First Nations businesses.	August 2025	Lead - Engagement Stream Support: Group Office Services Manager



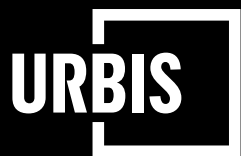
Opportunities

Action	Deliverable	Timeline	Responsibility
	Invite some of our preferred suppliers to the biannual story-based learning sessions to support in raising their profile.	August 2025	Lead – Cultural Learning Stream Support: Group Office Services Manager
Contribute to advocacy and activities that supports First Nations self-determination in relation to land use planning and development	Identify opportunities for Urbis staff to contribute to activities that support national and state strategic land use planning which promote economic independence for First Nations people and self-determination in respect to Aboriginal lands.	August 2024	Lead - Engagement Stream
	Proactively support and contribute capabilities to activities that support national and state strategic land use planning which promote economic independence for First Nations people and self-determination in respect to Aboriginal lands.	August 2025	Lead - Engagement Stream
Continue company recognition of January 26 (cultural leave policy)	Identify and review potential structures for a Cultural Leave Policy that would permit the exchange of up to two public holidays, excluding Urbis shutdown period, with another cultural event within the same year (includes another Cultural Holiday or Cultural Event such as a day within NAIDOC Week or Reconciliation Week).	September 2023	Lead - Policy & Protocols Stream Support: Head of People & Culture Operations
	Resolve and implement a Cultural Leave Policy to advance the cultural inclusivity of our workplace.	September 2023	Lead - Policy & Protocols Stream Support: Head of People & Culture Operations
Contribute to First Nations projects as part of our Give Back framework	Commit to 20% of the Give Back Working Group budget to support First Nations projects.	February 2024	Lead – RAP Communications & Reporting Stream Support: Lead - Give Back Working Group
	Report the value of our Give Back Working Group budget provided to supporting First Nations projects annually.	Annually – September	Lead – RAP Communications & Reporting Stream Support: Lead - Give Back Working Group



Governance

Action	Deliverable	Timeline	Responsibility
Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG	September 2023	Lead - Policy & Protocols Stream
	Establish and apply Terms of Reference for the RWG.	November 2023	Lead - Policy & Protocols Stream
	Meet at least four times per year to drive and monitor RAP implementation.	Annually – September, December, March & June	Lead - Policy & Protocols Stream
Provide appropriate support for effective implementation of RAP commitments.	Identify and allocate resource needs for RAP implementation.	November 2023	Lead - Policy & Protocols Stream
	Maintain an internal RAP Champion from senior management.	September 2023	Lead - Policy & Protocols Stream
	Senior staff to provide leadership on RAP commitments and actively enable and encourage all staff in the delivery of RAP commitments.	Annually – September, December, March & June	Lead - Policy & Protocols Stream Support: RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2023	Lead – RAP Communications & Reporting Stream
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.	Annually - July	Lead – RAP Communications & Reporting Stream
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Annually - July	Lead – RAP Communications & Reporting Stream
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Annually – 30 September	Lead – RAP Communications & Reporting Stream
	Report RAP progress to all staff and senior leaders every six months. The head of the RWG meet with Urbis executive leadership team at least twice a year to discuss challenges, opportunities and budgets to support RAP implementation. Present RAP reports to staff in engaging formats, such as embedding videos.	Annually – March & September	Lead – RAP Communications & Reporting Stream
	Publicly report our RAP achievements, challenges and learnings, annually.	Annually – December	Lead – RAP Communications & Reporting Stream
	Investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer.	July 2024	Lead – RAP Communications & Reporting Stream
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2025	Lead – RAP Communications & Reporting Stream
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2025	Lead – RAP Communications & Reporting Stream



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