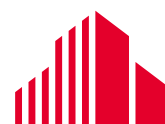




# RECONCILIATION ACTION PLAN

## INNOVATE

May 2023 - May 2025



CUSHMAN &  
WAKEFIELD



## ACKNOWLEDGEMENT OF COUNTRY

Cushman & Wakefield respectfully acknowledges First Nations peoples as the Traditional Owners of the land on which we work, live, and operate, and we pay our respect to their Elders past, present and emerging.

We recognise that this is, always was, and will always be land that belongs to First Nations peoples.



RECONCILIATION  
ACTION PLAN

INNOVATE

# TABLE OF CONTENTS

- 1 LETTER FROM  
RECONCILIATION AUSTRALIA
- 2 INTRODUCTION FROM  
MATTHEW BOUW
- 3 ABOUT THE  
ARTWORK
- 4 OUR VISION
- 5 WHO ARE WE?
- 6 THE RAP
- 11 RELATIONSHIPS
- 14 RESPECT
- 16 OPPORTUNITIES
- 19 GOVERNANCE

# LETTER FROM RECONCILIATION AUSTRALIA

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

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. Cushman & Wakefield continues to be part of a strong network of more than 1,100 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 Cushman & Wakefield will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Cushman & Wakefield 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 Cushman & Wakefield 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, Cushman & Wakefield will ensure shared and cooperative success in the long-term.

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

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

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# INTRODUCTION

## MATTHEW BOUW

### CEO, APAC



It is with delight that I present Cushman & Wakefield's Innovate Reconciliation Action Plan (RAP) 2023-2025.

As a large and expanding company, our footprint covers all corners of Australia, so we need to continue to take responsibility to influence and shape Australia's reconciliation journey seriously.

We recognise that First Nations peoples, histories and rich cultures are engrained in Australia's history, and this is something that all Australians should recognise, be proud of and celebrate.

Our aim is to make greater contributions year on year in Closing the Gap for First Nations people through the five dimensions of reconciliation:

#### **Race relations, Equality & Equity, Institutional Integrity, Unity, Historical Acceptance**

Cushman & Wakefield is committed to all of these five dimensions of reconciliation and have incorporated them into our Diversity, Equity and Inclusion Strategy and our Supply Chain Strategy.

We have and will continue to focus our efforts on building skills, and the experience of First Nations people through creating job opportunities for young people and supporting First Nations businesses.

As a company, we have already started the process of educating all our people on First Nations cultural awareness and understanding through focussed training. As a large service provider, we have worked with our clients to increase the participation of First Nations businesses through our supply chain.

I look forward to working with Cushman & Wakefield's leadership team to implement our RAP commitments to ensure we are actively changing the way we do business to increase opportunities for First Nations peoples both directly and indirectly.

A handwritten signature in black ink, appearing to read 'Matthew Bouw'.

Matthew Bouw  
Chief Executive Asia Pacific  
Cushman & Wakefield



# ABOUT THE ARTWORK

## “Journeys”

The artwork which is featured in Cushman & Wakefield’s RAP was created by Lani Balzan in 2022. Lani is a proud Wiradjuri woman from the Three Rivers Tribe. Her family comes from Mudgee and has lived in many different towns starting her business in the Illawara and recently moving to Mid-North QLD.

Lani’s artistic inspiration is to strengthen connections with her culture and to bring people together in reconciliation. She has helped Cushman & Wakefield to create a vision for reconciliation that reflects our reconciliation journey as we embark on our Innovate Reconciliation Action Plan.

The artwork tells the story of Cushman & Wakefield as a company, their connection with their staff, the community and the relationships they are building with Aboriginal and Torres Strait Islanders.

The artwork contains four main story elements:

In the centre a Gathering symbol represents Cushman & Wakefield as a whole. It has 10 people gathered around it representing the 10 Aboriginal and Torres Strait Islander staff members. The grey area within the centre has three lines representing the three pillars of reconciliation - Respect, Relationship, Opportunities.

Pathways leading out from the Gathering symbol represent the connections to the other elements with the artwork and the journey paths we take across our land and waters to the 11 locations Cushman & Wakefield has their offices.

The eleven red and grey circle elements represent the locations of the offices:

Sydney – Eora, Parramatta – Dharug, Melbourne – Wurundjeri, Mt Waverly – Wurundjeri, Brisbane – Yuggera, Gold Coast – Yugambeh, Adelaide – Kurna, Richmond, Adelaide – Kurna, Perth – Whadjuk, Canberra – Ngannawal.

The nine orange, blue and green symbols represent the services the company provides.

The colours used throughout the artwork are Cushman & Wakefield’s branding colours with additional colours used to complement them.

Visit the Artist’s website:

<https://www.lanibart.com.au>

# OUR VISION FOR RECONCILIATION

Our vision is for a reconciled Australia that embraces the unique cultures, experiences and rights of Aboriginal and Torres Strait Islander peoples and seeing opportunities and equal outcomes for all.

Our vision is for a reconciled Australia that embraces the unique cultures, experiences and rights of Aboriginal and Torres Strait Islander peoples and seeing opportunities and equal outcomes for all.

We envisage a future where all Australian's are united and connected by our shared past, present and future. A workplace where our employees, our clients and our partners understand the cultural values they provide. Where our teams seek out and value the views of Aboriginal and Torres Strait Islander peoples within our business as it makes Cushman & Wakefield and the communities we work in more sustainable for future generations.

Our purpose is "we make an impact" and our work creates meaningful value for our clients, our business, our shareholders, our people, our communities and world. We are committed to creating a positive impact on the lives of all Australians including Aboriginal and Torres Strait Islanders. "We are inclusive" is Cushman & Wakefield's first core value. This is at the heart of who we are as a company and our vision is to continue to create opportunities for Aboriginal and Torres Strait Islander peoples and business to participate equally and equitably in all areas of our business.

With people and clients across all of Australia, we are committed to leveraging our size and scope to make meaningful impact and difference on the communities we are a part of. We know our size provides us with a unique platform to drive change through our people and throughout Australia by:

- Providing Cultural awareness training for all staff
- Being an employer of choice for Aboriginal and Torres Strait Islander people
- Building strong relationship with Aboriginal and Torres Strait Islander peoples and businesses
- Designing opportunities that will facilitate and increase the participation of Aboriginal and Torres Strait Islander businesses in our supply chain
- Advocating for national unity and an Australian society that values and recognises Aboriginal and Torres Strait Islander histories and cultures.

# WHO ARE WE?

Cushman & Wakefield is a global real estate services firm that delivers exceptional value for real estate occupiers and owners.

We are among the largest real estate services firms with approximately 52,000 employees in 400 offices and 60 countries. As a truly integrated business that focuses on solutions rather than services, Cushman & Wakefield helps clients deliver results that support their strategic business and real estate objectives.

As one of the world's largest real estate services firms, we continue to strive to ensure we have the most positive influence, make a meaningful impact on our people, clients, shareholders, vendors and suppliers across the globe.

We have retained this position through continuous improvements, engaging the right people and putting our clients' needs first through listening and delivering on their requirements as our partnerships progress.

Within Australia, Cushman & Wakefield employs approximately 1,400 people across 11 locations as well as on client sites across the country. We currently have 10 Aboriginal and/or Torres Strait Islander staff members. Cushman & Wakefield office locations include:

- Sydney – Eora
- Parramatta – Dharug
- Melbourne – Wurundjeri
- Brisbane – Yuggera
- Gold Coast – Yugambeh
- Adelaide – Kaurna
- Richmond, Adelaide – Kaurna
- Perth - Whadjuk
- Canberra – Ngannawal

## **Cushman & Wakefield Australia and New Zealand services include:**

- Facility Services
- Integrated Facilities Management
- Capital Markets
- Investment Sales
- Agency Leasing
- Asset Services
- Valuation and Advisory
- Tenant Representation
- Project and Development Services
- Industrial
- Retail

# THE RAP

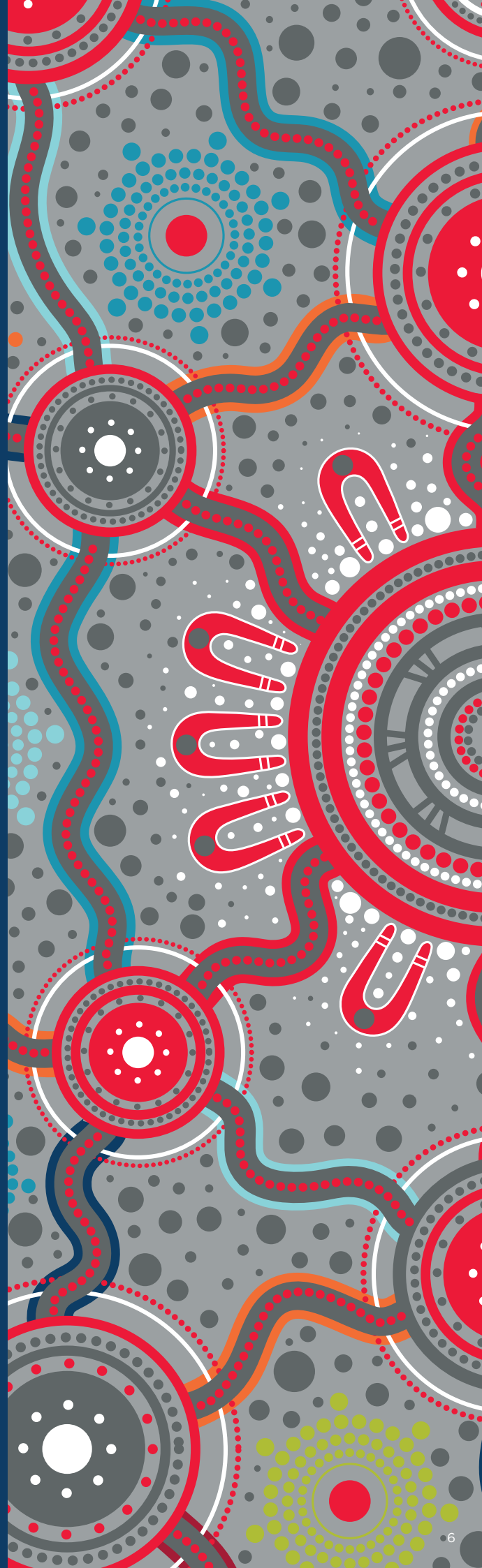
Cushman & Wakefield first developed a Reconciliation Action Plan (RAP) in 2016. The RAP outlined practical actions to develop respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islanders.

The RAP has driven Cushman & Wakefield's contribution to reconciliation both internally and in the communities in which we operate, while supporting business outcomes.

Our previous RAP built the foundation for current initiatives and included the establishment of the RAP Working Group in 2016. The RAP was established as part of our commitment to closing the gap between non-Indigenous and Aboriginal and Torres Strait Islander Australians.

Our previous reconciliation initiatives highlights include:

- The ongoing relationship with Supply Nation, who have connected us with First Nations businesses.
- Since 2016, we have procured over AUD\$57M in goods and services from 30+ First Nations certified and/or registered businesses collectively across our Australian business on behalf of our clients.
- Cushman & Wakefield has been a major sponsor and supporter of the Indigenous Bennelong Cup since its inception in 2016 – an initiative that brings together First Nations communities and the facilities management and corporate real estate industry to create employment opportunities for young Aboriginal and Torres Strait Islanders.



Each year, the initiative is celebrated with a friendly game of touch football, followed by a luncheon, where money is raised to support the program through scholarship opportunities. By reviewing recruitment/scholarship opportunities and traineeships we were able to secure 1 x traineeship through the Waratah Project to commence in 2023.

- Cushman & Wakefield has a partnership with Career Trackers to provide internship opportunities for Aboriginal and Torres Strait Islander students at universities. We have successfully engaged with many Small and Medium Indigenous Enterprises (SMIEs) for our client base, supporting delivery of services to clients while contributing to local employment and the prosperity of First Nations communities.
- We have engaged the services of Asquith Workforce, a First Nations owned and operated recruitment agency providing permanent and temporary labour hire solutions to a range of industries across Sydney, Newcastle, the Hunter Valley and the Central Coast, with offices in Sydney and Newcastle.
- Indigenous Tenancy Advisory Program - providing pro-bono tenant representation to businesses registered with Supply Nation. As part of this pro-bono work, we undertook a comprehensive analysis of relocation options for the Metropolitan Local Aboriginal Land Council, from their previous headquarters in George Street Redfern to a better location at 29 Renwick Street, Redfern, Sydney, ensuring it is better able to serve the community.
- Circulating communications internally and externally to celebrate National Reconciliation Week and NAIDOC Week.
- Awareness of First Nations cultures is an important tool in our diversity strategy with training provided to all employees to increase awareness. Diversity and Inclusion is now a measurable goal for all employees.
- Collaboration with industry bodies and partners to provide awareness and emphasis on the importance of engagement with Aboriginal and Torres Strait Islander suppliers and employees.

## First Nations Engagement Committee

The First Nations Engagement Committee has the primary responsibility of monitoring First Nations strategies and initiatives at Cushman & Wakefield, to ensure that progress is being made, and to recommend any necessary direction of resources. The Committee is made up of staff throughout the business who have a passion for supporting First Nations peoples and businesses.

The primary areas of focus for the Committee:

1. Ensuring compliance with any statutory responsibilities while at the same time promoting greater awareness and recognition of Aboriginal and Torres Strait Islander peoples to the wider business, with the goal to develop more functional and productive relationships with First Nations people and businesses
2. Developing a more detailed understanding of First Nations strategies developed within the business, and initiatives that currently exist and are being established
3. Ensuring compliance with cultural requirements and observation of cultural events
4. Reinforcing our long-term commitment to diversity within the organisation and community. They ensure a proactive approach towards educating the workforce and community, respecting, improving relationships and opportunities with Aboriginal and Torres Strait Islander people, whilst continuing to foster a culture of acceptance and a workplace inclusive of all
5. Evaluating and providing annual progress reports on the RAP, ensuring progress towards the deliverables of the RAP are being made.

The Committee undertook a survey to assess the level of cultural awareness and felt that it was necessary for this group to undergo training to enhance effectiveness of First Nations interactions.

As part of our commitment to this awareness, all staff are required to complete Cultural Awareness Training, and we anticipate this will continue as a key induction process for staff across a variety of locations, as we look to continually integrate cultural awareness and education in all that we do

Cushman & Wakefield's executives along with all people managers are encouraging all staff to be made aware of the importance of this training. We consulted with Evolve Communities, a trusted authority for cultural awareness, to facilitate and deliver the training to our workplace.

The First Nations Engagement Committee developed an Acknowledgement to Country protocol to ensure that Cushman & Wakefield staff correctly acknowledge and pay respect to First Nations peoples as the Traditional Owners and ongoing Custodians of the land. It is reviewed by Aboriginal and Torres Strait Islander staff in the business for cultural accuracy and sensitivity.

## Reconciliation Action Plan Working Group

Cushman & Wakefield's RAP Working Group supports the development, promotion, and implementation of our RAP. All members are employed by Cushman & Wakefield and share their commitment to advancing reconciliation. The RAP Working Group is guided by the Executive Steering Committee and is led by Cushman & Wakefield First Nations Liaison Manager who is also on the Executive Steering Committee.

In line with our learnings, we discovered, for meaningful change to occur in our business, we need employees from all levels to be engaged. Our RAP Working Group comprises of employees and leaders from across Cushman & Wakefield who are passionate about reconciliation. Representatives are from the following parts of our business:

- Human Resources - Senior HR Business Partner
- Recruitment and Talent Acquisition - Senior Talent Advisor
- Supply Chain - Supply Chain Business Partner
- Training & Development - Talent and Development Manager
- Finance - Finance Manager
- Research, Marketing and Communications - Head of Business Development Services
- Integrated Facilities Management - Account Director
- Project & Development Services - Client Services Manager
- Corporate Real Estate - National Director of Building Consultancy
- Bid Director - Client Solutions

## Executive Steering Committee

The Executive Steering Committee is made up of the executive and senior leaders in the organisation, highly engaged in the process of change and inclusion. The Committee is a cross function of the business, a highly experienced group that come from a wide range of organisations, with experience in First Nations engagement. The influence of the Committee extends across key stakeholder groups and through multiple levels of the business. Being very senior staff, they have a wider reach and can affect change easier. They provide strategic direction and have the authority to approve budgets and policy change within the organisation, contributing to cultural awareness and change.



## Cushman & Wakefield RAP Champion

Jon McCormick – Head of IFM and Asset Services for Australia and New Zealand is our RAP Champion. He is responsible for driving and championing internal engagement and awareness of the RAP and ensuring we deliver on our commitments.

Over the last three decades, Jon has held senior roles at Lendlease, Multiplex, Brookfield, including 13-years as Managing Director of BGIS and for the last 2 years as Head of IFM and Asset Services for Cushman & Wakefield. Jon's focus has been in growing professional services businesses in the property, facilities management and corporate real estate industries in Australia and internationally. In that time, he has worked to establish and deliver real estate management services, facilities management services, project delivery services, workplace solutions and trade services to a broad range of clients, including over twenty years as a service provider to the Australian Defence Force and across multiple PPP projects.

Jon's experience has been in growing professional services businesses in the property and corporate real estate industries in Australia and internationally. Over that time, Jon has worked in private, listed, and multinational companies and in numerous joint venture arrangements to establish and deliver real estate management services, facilities management services, project delivery services, and workplace services to a broad range of clients.

**"As a business whose business is people and property, we believe we have a lot to learn from the First Nations peoples and the lands on which Cushman & Wakefield operate on and how we must do better to understand each other, respect each other's views and opinions and create supportive benefits for the communities in which we live in and as a business we operate in.**

I know as a firm we have learnt so much since our first RAP in 2016 – the learnings have helped shape all of our employees and clients by building a strong workplace culture of inclusion and respect.

We recognise the hardships that Aboriginal and Torres Strait Islander peoples have experienced since the colonisation of Australia, from loss of culture, forced removal of children, loss of language, denial of citizenship and over representation in the prison system.

We believe that we will be better by recognising and understanding this painful history, while doing our best to celebrate and preserve First Nations cultures, languages and histories. These inequalities and injustices serve as a reminder for all of us, that as a nation we still have a lot to do if we are to achieve meaningful Reconciliation.

We still have a long way to go on our Reconciliation journey, one in which we are committed to, we will reach our targets set out in this RAP and do the necessary work to make a meaningful impact.

Over the next duration of this RAP, our focus will be to build awareness, remove barriers and support staff in our reconciliation journey. We have implemented cultural awareness training for all staff, developed a guide for staff to understand Welcome to Country and Acknowledgment to Country protocols, celebrated National Reconciliation Week and NAIDOC Week.

We are at the start of our reconciliation journey and committed to doing the necessary work to make a meaningful contribution."

**“As a proud Aboriginal man one of the most important things to me is the platform in which Cushman Wakefield provide to be able to celebrate our rich and diverse cultures. By celebrating important calendar dates, sharing knowledge and providing opportunities by way of employment either directly or via our diverse supply chain. I’m fortunate enough to have been able to make a difference in the Indigenous engagement space, by sharing my own experiences, inspiring others and building relationships with the wider communities we are a part of.”**

### Cushman & Wakefield First Nations Liaison Manager

Michael Bright is our Indigenous Liaison Manager, and a proud Dharug/Barunggam man. Michael, as our corporate champion oversees and provides cultural guidance to our First Nations and non-First Nations staff to ensure that cultural engagement is at the forefront of our business.

To develop meaningful and unique deliverables for this RAP, Cushman & Wakefield undertook a whole of business approach to consultation with staff. The common themes emerging from this engagement were the need to:

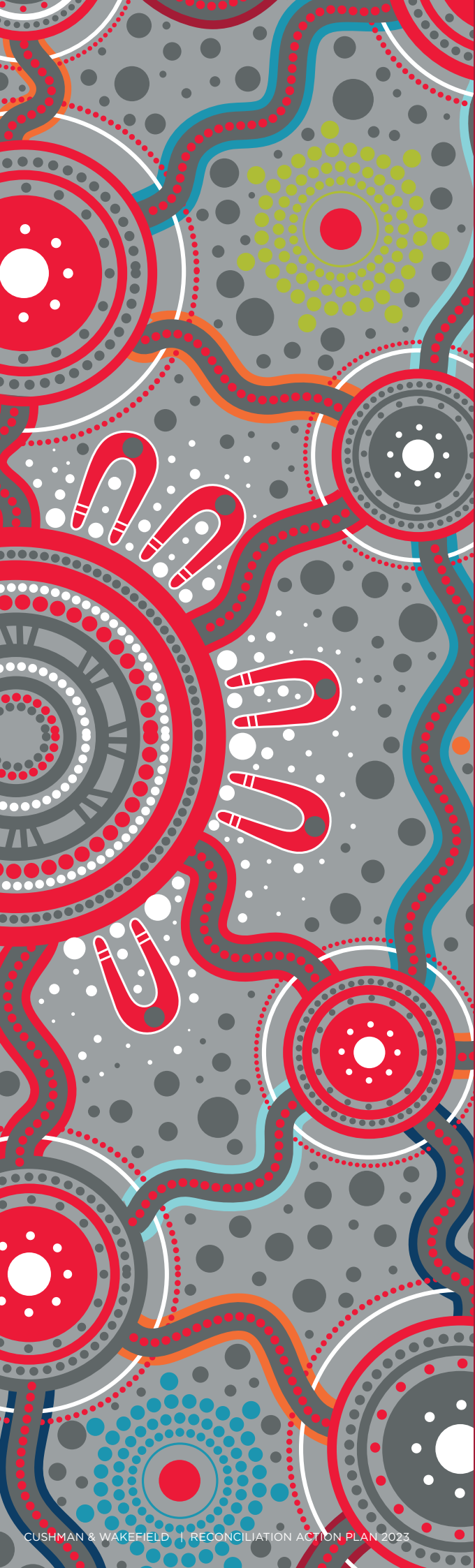
- Continue to support creation of employment opportunities for First Nations peoples and businesses
- Build First Nations business capabilities across our clients’ portfolios
- Reduce barriers to entry in our supply chain for First Nation businesses
- Develop a program of First Nations business feedback and improvement



- Deliver ongoing and continually improved cultural awareness training and integration
- Continue to develop and maintain mutually beneficial relationships with First Nations, communities and organisations that support positive outcomes.

Cushman & Wakefield will continue to forge closer relationships with First Nations people in places in which we operate.

By recognising, understanding, and building relationships with Aboriginal and Torres Strait Islander, a trust can be built, relations deepened, and opportunities created for increasing First Nations economic participation.







## RELATIONSHIPS

Cushman & Wakefield aims to build strong relationships with First Nations peoples and communities to provide an inclusive platform/environment, one which recognises that respect is an essential requirement in working towards reconciliation.

First Nations peoples have to be involved in decisions that affect their communities. We will continually improve the way we consult with First Nations peoples and raise awareness of their cultures, rights and achievements. Developing these relationships is key to the success of the planning, developing and implementing of our communities needs that we all work in.




# RELATIONSHIPS: OUR VISION AND FOCUS AREAS

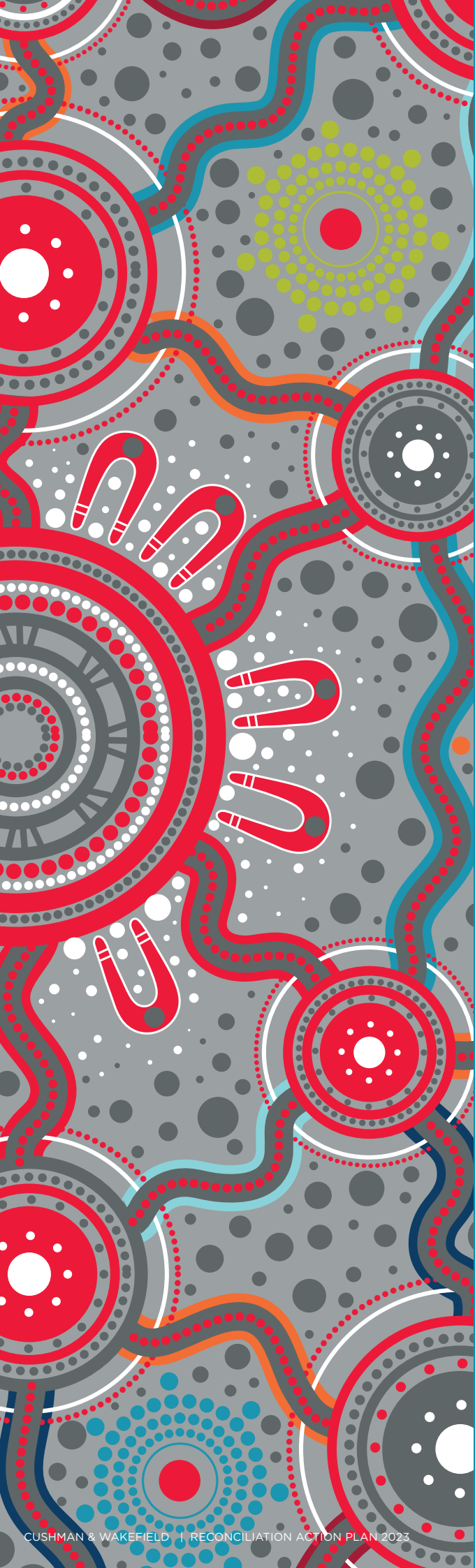


	 Action	 Deliverable	 Timeline	 Responsibility
01	Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	• Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	May 23	<b>Lead:</b> Head of IFM <b>Support:</b> First Nations Engagement Group
		• Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	May 23	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
02	Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 23 & May 24	<b>Lead:</b> Head of Business Development Services <b>Support:</b> First Nations Engagement Group
		• RAP Working Group members to participate in an external NRW event.	May 23 & May 24	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
		• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 23 & May 24	<b>Lead:</b> Head of Business Development Services <b>Support:</b> First Nations Engagement Group
		• Host a morning tea for First Nations community leaders and guests to discuss reconciliation & the current NRW theme and messaging.	May 23 & May 24	<b>Lead:</b> Head of Business Development Services <b>Support:</b> First Nations Engagement Group
		• Organise at least one NRW event each year.	May 23 & May 24	<b>Lead:</b> Client Services Manager <b>Support:</b> First Nations Engagement Group
03	Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Feb 24	<b>Lead:</b> Talent and Development Manager <b>Support:</b> First Nations Engagement Group
		• Communicate our commitment to reconciliation publicly.	Dec 23	<b>Lead:</b> Head of Business Development Services <b>Support:</b> First Nations Engagement Group
		• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Oct 23	<b>Lead:</b> Supply Chain Business Partner <b>Support:</b> First Nations Engagement Group
		• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Mar 24	<b>Lead:</b> Head of Business Development Services <b>Support:</b> First Nations Engagement Group
		• Promote the RAP journey internally with quarterly updates in the internal newsletter	Oct 23	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> Head of Business Development Services

# RELATIONSHIPS: OUR VISION AND FOCUS AREAS



 <b>Action</b>		 <b>Deliverable</b>	 <b>Timeline</b>	 <b>Responsibility</b>
<b>04</b> Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Engage with First Nations staff and/or First Nations advisors to review our anti-discrimination policy.</li> </ul>		Jul 23	<b>Lead:</b> Senior Human Resources Partner <b>Support:</b> First Nations Engagement Group
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>		Jun 23	<b>Lead:</b> Senior Human Resources Business Partner <b>Support:</b> Senior Talent Advisor
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> </ul>		May 23	<b>Lead:</b> Senior Human Resources Partner <b>Support:</b> Senior Talent Advisor
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>		Mar 24	<b>Lead:</b> Talent and Development Manager <b>Support:</b> Senior Human Resources Business







## RESPECT

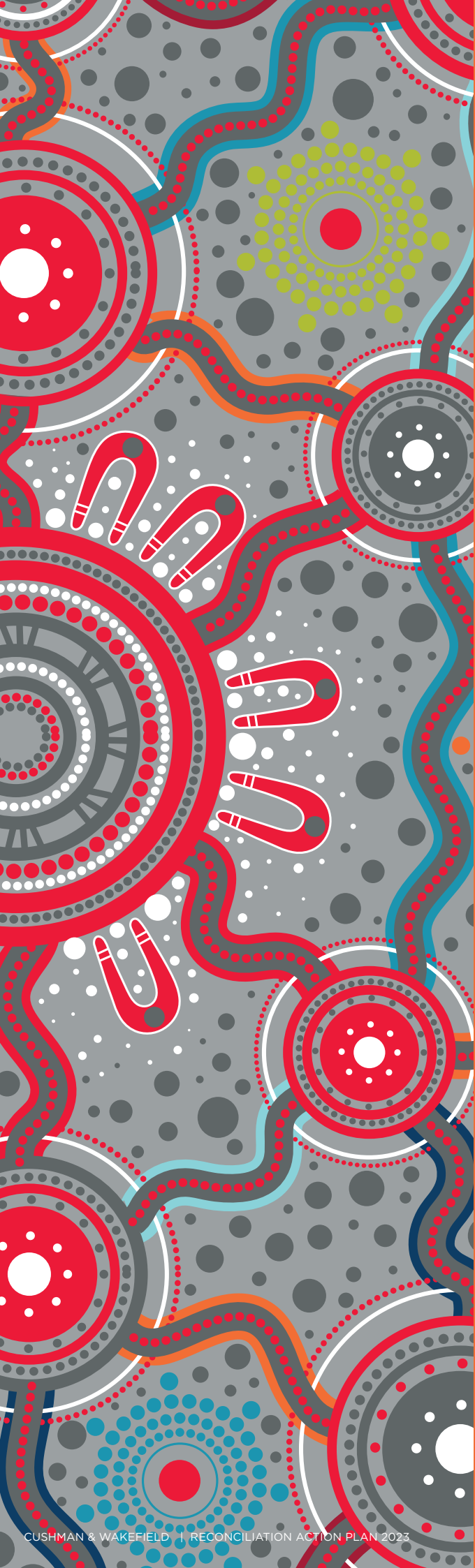
Cushman & Wakefield deeply respects the rich connection and cultural heritage First Nations people have with Country and aim to improve our awareness to strengthen our understanding and respect.

Respecting the significance of cultural identity, including learning more about First Nations peoples, cultures, histories, rights and languages, and celebrating these, is critical.

# RESPECT: OUR VISION AND FOCUS AREAS



	 Action	 Deliverable	 Timeline	 Responsibility
05	Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	Jun 23	<b>Lead:</b> Talent and Development Manager <b>Support:</b> Senior Human Resources Business
		• Develop, implement, and communicate a cultural learning strategy document for our staff.	Aug 23	<b>Lead:</b> Talent and Development Manager <b>Support:</b> Senior Human Resources Business Partner
		• Consult local Traditional Owners and First Nations advisors to inform our cultural learning strategy.	May 23	<b>Lead:</b> Talent and Development Manager <b>Support:</b> First Nations Engagement Officer
		• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Mar 24	<b>Lead:</b> Talent and Development Manager <b>Support:</b> Senior Human Resources Business Partner
06	Demonstrate respect to First Nations people 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.	Feb 24	<b>Lead:</b> Senior Human Resources Business Partner <b>Support:</b> First Nations Engagement Group
		• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Feb 24	<b>Lead:</b> Senior Human Resources Business Partner <b>Support:</b> First Nations Engagement Group
		• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 23	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> Business Development Manager
		• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Oct 24	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> Senior HR Business Partner
07	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	Jul 23 & Jul 24	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
		• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	May 23 & Mar 24	<b>Lead:</b> Senior Human Resources Business Partner <b>Support:</b> Senior Talent Advisor
		• Promote and encourage participation in external NAIDOC events to all staff.	Jun 23 & Jun 24	<b>Lead:</b> Director Client Services – Project and Development Services <b>Support:</b> Head of Business Development Services



# OPPORTUNITIES

Cushman & Wakefield will forge closer relationships with First Nations businesses and people in places in which we operate.

By recognising, understanding and building relationships with First Nations businesses so trust can be built, relations deepened, and opportunities created for increasing First Nations economic participation. To support these priorities, we aim to build strong, reciprocal and mutually beneficial relationships with First Nations people and communities.





## OPPORTUNITIES: OUR VISION AND FOCUS AREAS

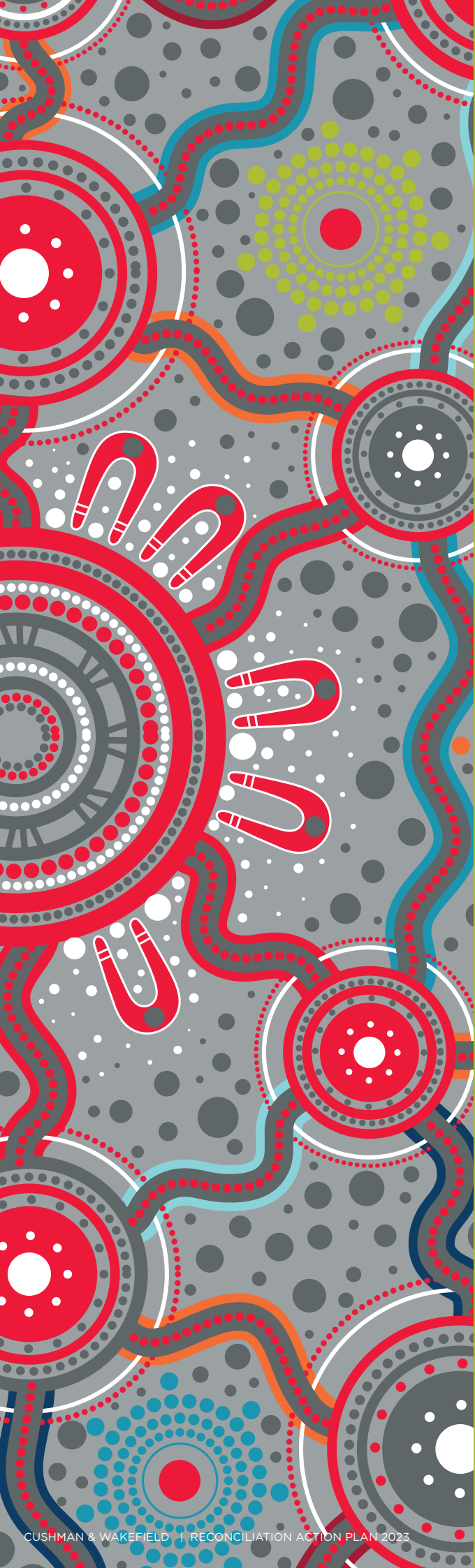


 <b>Action</b>		 <b>Deliverable</b>	 <b>Timeline</b>	 <b>Responsibility</b>
<b>08</b>	<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	<ul style="list-style-type: none"> <li>• All job advertisements to be updated to include an inclusive message promoting First Nations employment i.e., 'First Nations people are encouraged to apply'.</li> </ul>	Nov 23	<b>Lead:</b> Senior Talent Advisor <b>Support:</b> Senior HR Business Partner
		<ul style="list-style-type: none"> <li>• Explore and understand how to include First Nations representation on recruitment and selection panels, where possible.</li> </ul>	May 23	<b>Lead:</b> Senior Talent Advisor <b>Support:</b> First Nations Engagement Officer
		<ul style="list-style-type: none"> <li>• Build understanding of current First Nations staffing to inform future employment and professional development opportunities.</li> </ul>	May 24	<b>Lead:</b> Talent and Development Manager <b>Support:</b> Senior Talent Advisor
		<ul style="list-style-type: none"> <li>• Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	May 23	<b>Lead:</b> Talent and Development Manager <b>Support:</b> First Nations Engagement Officer
		<ul style="list-style-type: none"> <li>• Develop and implement First Nations recruitment, retention and professional development strategy.</li> </ul>	Oct 23	<b>Lead:</b> Talent and Development Manager <b>Support:</b> Senior Human Resources Business Partner
		<ul style="list-style-type: none"> <li>• Advertise job vacancies to effectively reach First Nations stakeholders.</li> </ul>	May 23	<b>Lead:</b> Senior Talent Advisor <b>Support:</b> Senior HR Business Partner
		<ul style="list-style-type: none"> <li>• Review HR and recruitment procedures and policies to remove barriers First Nations participation in our workplace.</li> </ul>	May 24	<b>Lead:</b> Senior HR Business Partner <b>Support:</b> Senior Talent Advisor

# OPPORTUNITIES: OUR VISION AND FOCUS AREAS



	 Action	 Deliverable	 Timeline	 Responsibility
09	Increase First Nations supplier diversity to support improved economic and social outcomes.	• Develop and implement a First Nations Procurement Policy to increase participation of Aboriginal and Torres Strait Islander businesses in our supply chain.	May 24	<b>Lead:</b> Head of Supply Chain <b>Support:</b> Supply Chain Business Partners
		• Maintain Supply Nation membership.	Oct 23	<b>Lead:</b> Head of Supply Chain <b>Support:</b> Supply Chain Business Partners
		• Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	June 24	<b>Lead:</b> Head of Supply Chain <b>Support:</b> Supply Chain Business Partners
		• Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Feb 24	<b>Lead:</b> Head of Supply Chain <b>Support:</b> Supply Chain Business Partners
		• Develop commercial relationships with First Nations businesses.	Sep 23	<b>Lead:</b> Head of Supply Chain <b>Support:</b> Supply Chain Business Partners
		• Review current supply chain and identify categories that can be targeted to increase First Nations businesses registered with C&W.	Nov 24	<b>Lead:</b> Head of Supply Chain <b>Supports:</b> Supply Chain Business Partners & Supply Network Manager
		• Provide an opportunity for First Nations businesses to be included in procuring goods and services—target at least one (1) business per opportunity, where applicable.	Dec 23	<b>Lead:</b> Head of Supply Chain <b>Supports:</b> Supply Chain Business Partners
		• Investigate opportunities to collaborate with Indigenous Chambers of Commerce to increase First Nations supplier diversity to support improved economic and social outcomes.	May 24	<b>Lead:</b> Head of Supply Chain <b>Supports:</b> Supply Chain Business Partners
10	Build relationships and work with First Nations Land Councils through offering real estate advice.	• Offer strategic real estate advice to First Nations Land Councils to identify opportunities to add or unlock value and drive a better return on their assets through leasing, change of use, redevelopment or divestment agreements with costs recovered from the transaction.	May 23	<b>Lead:</b> Director - Strategic Consulting- CRE
		• Undertake building surveys for First Nations Land Councils as required to enable better property utilisation and development including building condition audits to outline building faults / defects and estimate costs.	July 23	<b>Lead:</b> Director Project and Development Services
		• Provide project management activities and strategic advice for First Nations Land Councils as required to develop or improve real estate assets.	Sep 23	<b>Lead:</b> Director Project and Development Services



# GOVERNANCE

# OPPORTUNITIES: OUR VISION AND FOCUS AREAS



	 Action	 Deliverable	 Timeline	 Responsibility
11	<b>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	• Maintain First Nations representation on the RWG.	May 23 & May 24	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
		• Establish and apply a Terms of Reference for the RWG.	Mar 24	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
		• Meet at least four times per year to drive and monitor RAP implementation.	May 23 & 24 Jun 23 & 24 Sep 23 & 24 Dec 23 & 24	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
12	<b>Provide appropriate support for effective implementation of RAP commitments.</b>	• Define resource needs for RAP implementation.	May 23	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
		• Engage our senior leaders and other staff in the delivery of RAP commitments.	May 23	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
		• Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 23	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
		• Appoint and maintain an internal RAP Champion from senior management.	May 23	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
13	<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.	Jun Annually	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations
		• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Aug 1 Annually	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
		• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 30 Annually	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
		• Report RAP progress to all staff and senior leaders quarterly.	May 23 & 24 Jun 23 & 24 Sep 23 & 24 Dec 23 & 24	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group
		• Publicly report our RAP achievements, challenges and learnings, annually.	Sep 23 & Sep 24	<b>Lead:</b> Head of Business Development Services Officer <b>Support:</b> First Nations Engagement Officer
		• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 24	<b>Lead:</b> First Nations Engagement Officer
		• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Feb 25	<b>Support:</b> First Nations Engagement Group

# OPPORTUNITIES: OUR VISION AND FOCUS AREAS



 Action		 Deliverable	 Timeline	 Responsibility
<b>14</b> Continue our reconciliation journey by developing our next RAP.		<ul style="list-style-type: none"><li>Register via Reconciliation Australia's website to begin developing our next RAP.</li></ul>	Feb 25	<b>Lead:</b> First Nations Engagement Officer <b>Support:</b> First Nations Engagement Group



RECONCILIATION  
ACTION PLAN

INNOVATE

For enquiries about our Reconciliation Action Plan please contact:

**Cushman & Wakefield**

Adam Wakeling

RAP Project Manager

Phone: 0413 631 942

Email: [adam.wakeling@cushwake.com](mailto:adam.wakeling@cushwake.com)



**CUSHMAN &  
WAKEFIELD**