



Steelcase



Reconciliation Action Plan | REFLECT
May 2022 — May 2023



Steelcase Australia acknowledges the Traditional Custodians of the lands on which we live and work and their deep connection to Country and Waters. We pay our respects to Elders past, present and emerging. We extend this respect to all Aboriginal and Torres Strait Islander peoples and walk together toward a positive, shared future.

Contents

p5	About our Reconciliation Action Plan Artwork
p6	A Message from the Steelcase Vice President, Regional Sales
p7	A Message from Reconciliation Australia
p8	About Steelcase
p9	Our Values
p10	Our Vision for Reconciliation
p11	Our Reconciliation Action Plan
p13	Our Current Activities
p14	Our Commitments



About our Reconciliation Action Plan Artwork

‘Yalawa Murray’ Sitting Spirit in Gathang Worimi

The underlying theme represented in this artwork is to show connections between people and unlocking human potential and promise. This is shown by connecting to elements of nature and culture including water, sun, bush, and the deeper spiritual-cultural ancestral Connection to this land. Each element in this painting is representative of this and makes a direct comparison to the values that Steelcase represent and are striving to achieve.

The bottom layout of the artwork highlights the yarning circles and the spiritual ancestor of the land and also encompasses human nature ensuring the human promise is unlocked through coming together in communicating, sharing and connecting with one another. The green and blue areas of the artwork represent the bush, forest and the waterways of the land and sea. This is to show how a connection to nature and the surrounding environment can play a vital role in unlocking human promise and how it can transform work and workers in the workplace. The ochre red areas of the artwork represent the workers connecting to their environment and learning what it means to embrace Cultural connection to Country on the lands in which they work. The yellow areas represent all of these connections and unlocking the human promise within, lies a bright shared future ahead.



About the Artist

Gerard Black is a proud Worimi Man. After a 10-year career as a tattoo artist Gerard is now focusing on his painting, drawing and digital art. His work reflects his Indigenous background, storytelling and his love of nature and draws on his strong design background from tattooing to produce a unique style of art. This together connects ancient Indigenous art with modern design and medium, bringing them together into the future, creating a new modern style promoting reconciliation and connection.

Gerard's work establishes a link between landscapes, reality, and the spirit within, as Gerard often uses actual topographic maps as the basis for his artwork. He uses the physical colours, shapes and landmarks as a jumping off point. He then uses ancient designs and patterns to symbolise the different aspects of his art, tapping into his Indigenous heritage with designs, shapes, colours, and themes. Every single work of art that Gerard produces has a story connecting the art to a specific place, area or theme, every stroke has meaning, nothing is random.

A Message from the Steelcase Vice President, Regional Sales



It is with immense pride that I introduce Steelcase's Reflect Reconciliation Action Plan (RAP).

Our RAP is championed by the Steelcase Australia Leadership Team and supported at the very highest levels within Steelcase globally, including our CEO Sara Armbruster. We are excited to embark on this journey, united in our belief in the importance of reconciliation for Aboriginal and Torres Strait Islander peoples and the Australian community as a whole.

Our conscious and sincere commitment to reconciliation aligns with Steelcase's commitment to Social Innovation and the United Nations Sustainable Development Goals of Reducing Inequality and Quality Education. It is also made with a profound recognition of the connection between the values on which our business is founded and the pillars of reconciliation.

A wholehearted commitment to truth, respect, positive relationships and equity of opportunity will ground the actions we take as we implement this RAP and contribute to a shared vision for reconciliation.

We have already started our cultural learning by seeking to build genuine relationships with Aboriginal and Torres Strait Islander businesses, artists and communities. As we continue to walk this path, we will listen to and be guided by the Aboriginal and Torres Strait Islander peoples, organisations and communities we connect with to ensure the steps we take have a meaningful impact.

I would like to thank the RAP Working Group for their passion, ownership and dedication in bringing this RAP to life and look forward to their ongoing involvement in its implementation.

I am enthusiastic about what we, the Steelcase team, can achieve together with Aboriginal and Torres Strait Islander communities, our business partners, colleagues, and customers.

Jason Taper

VICE PRESIDENT, REGIONAL SALES

A Message from Reconciliation Australia



Reconciliation Australia welcomes Steelcase Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Steelcase Australia joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

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

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

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

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

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

Congratulations Steelcase Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA

About Steelcase

At Steelcase, our mission is to unlock human promise by transforming work, worker and workplace.

Steelcase leads the way in creating great experiences by offering a range of architecture, furniture and technology products and services designed to help people reach their full potential. Together with our partners, we design spaces to help people work, learn and heal.

Founded in 1912 in the United States, Steelcase is a global enterprise with over 11,000 employees living and working around the world, including 22 employees in Australia. Steelcase has offices in Sydney and Melbourne and supports a network of dealers in all capital cities in Australia and New Zealand. Steelcase does not currently have any employees who identify as Aboriginal and / or Torres Strait Islander people, however we are seeking to establish a dedicated position for a community engagement or support employee.

As a global company, we have the extreme privilege of working with people and communities throughout the world. With that privilege comes

the responsibility to use our business as a force for good. We do this by working toward a:

Healthy Planet: Creating products and operations that are good for the world,

Healthy People: Cultivating opportunities for people and communities to thrive, and

Healthy Culture: Curating a culture of trust and integrity.

By aligning our business strategy with the three United Nations Sustainable Development Goals (SDGs) which target impact in the areas of equity, education and environment we are unlocking human promise in innovative ways, accelerating progress and transforming lives.

We do this with a deep recognition that the issues facing the world today are complex and interconnected, and with the belief that it is only when we work together that we can truly make a difference in the world. This is why we are committed to designing solutions with, not for, the communities in which we live and work – thinking, learning and co-creating alongside our community partners, customers and suppliers to enact positive, meaningful, measurable and sustainable change.

In Australia and across the world, Steelcase and its people are engaged in more than 100 community partnerships which are advancing systemic change in the areas of equality, education and the environment.



Equity

Reduce inequality within and among countries.



Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



Environment

Take urgent action to combat climate change and its impacts.

Our Values

We aspire to be a human-centred company committed to fostering a culture of integrity and trust, supported by our core values, which are:

Act with integrity

Tell the truth

Keep commitments

Treat people with dignity and respect

Promote positive relationships

Protect the environment

Excel

Partnering with Save the Children

In September 2021, Steelcase Australia provided student chairs from our Learning Collection to families supported by the Save the Children program.

This initiative assisted families living in public housing estates in Melbourne to create safer, better equipped home-learning and study spaces for children during the COVID-19 lockdown and beyond. We acknowledge the Save the Children Program and its 65 plus years' experience working with Aboriginal and Torres Strait Islander communities across Australia, and their deep understanding of what works to achieve sustainable development in a global context.

We are excited to foster this partnership with Save the Children moving forward.

Our Vision for Reconciliation

Steelcase acknowledges the diverse and rich cultural heritage of Aboriginal and Torres Strait Islander peoples past, present and moving forward.

Our vision is to facilitate a meaningful and authentic cultural exchange between local First Nations communities, the Steelcase community – both in Australia and globally – and our clients and business associates.

We aspire to walk beside Australia's Aboriginal and Torres Strait Islander communities and highlight their willingness to share cultural stories, practices, traditions and aspirations.

This cultural exchange is intended to create opportunities for learning and growth for everyone involved and is commensurate with an aspiration that is at the core of the Steelcase organisation – to unlock human promise. We embrace the opportunity to undertake this collaborative journey.

Our Reconciliation Action Plan

How can we do more, here in Australia, to live the Steelcase purpose to unlock human promise by transforming work, worker and workplace?

We answered this question with our commitment to contribute to a fair, just and reconciled Australia which recognises and values Aboriginal and Torres Strait Islander peoples and cultures through our development and implementation of a Reconciliation Action Plan.

In the spirit of the Reconciliation Action Plan Framework, Steelcase acknowledges Aboriginal and Torres Strait Islander peoples – the First Australians – are the Traditional Custodians of this country, and the oldest continuous living cultures in the world.

We are inspired by the resilience and determination of Aboriginal and Torres Strait Islander peoples, and the richness of their cultures and histories. Histories which stretch from time immemorial, but which are marked by the impact of colonisation on the cultures and lives of Aboriginal and Torres Strait Islander peoples. The impact of which is still felt and experienced to this day.

Steelcase Australia Reconciliation Action Plan Working Group

Our Reconciliation Action Plan Working Group is Chaired by Jason Taper, Steelcase's Vice President, Regional Sales, and includes members of the Steelcase Australia Leadership Team and employees.

RAP Working Group Members

Jason Taper

VICE PRESIDENT, REGIONAL SALES

Julie Moore (Cultural Advisor)

KOORIMUNICATION

Susan Mardini (RAP Champion)

MANAGING DIRECTOR

Andrew Dwyer

DEALER BUSINESS MANAGER

Alex Kaw

FINANCE MANAGER

Vanessa Panotas

BUSINESS DEVELOPMENT MANAGER

Pearly Tan

HR MANAGER

Cherry Wan

BRAND COMMUNICATIONS DIRECTOR



Julie Moore

CULTURAL ADVISOR

“The RAP journey is just as important as the end goals. A genuine desire of an organisation to meaningfully engage with Aboriginal and Torres Strait Islander peoples over its ‘reconciliation’ journey can only result in an exciting, rewarding and enriching experience for all involved.”

Julie Moore is a proud Aboriginal woman of the Yuin and Dharawal Nations and a respected leader and innovator in Aboriginal employment, education, equity and diversity. Julie has extensive experience working with national, state government, corporate and non-government organisations focused on improving outcomes for Aboriginal peoples. Working as an Aboriginal consultant since 2009, Julie is the Principal of Koorimunication based in New South Wales.

Today, Aboriginal and Torres Strait Islander peoples are among the most vulnerable groups in Australia (Australian Human Rights Commission). The health, education, living standards and rate of employment of Aboriginal and Torres Strait Islander peoples fall well below that of other Australians. Addressing issues of race and equality in this country requires a united and collective effort and we are compelled to play our small part in making Australia an equitable place.

Through our Reconciliation Action Plan we will amplify the voices, cultures and talents of Aboriginal and Torres Strait Islander peoples, by creating a safe space for the sharing of cultural stories, practices, traditions and aspirations. And through the facilitation of respectful relationships based on understanding and trust, we will foster opportunities for growth with Aboriginal and Torres Strait Islander individuals, businesses and communities.

A vision beyond a Reflect Reconciliation Action Plan

This Reconciliation Action Plan acknowledges that we are at the start of our reconciliation journey. Our intent, however, is to move beyond the minimum or standard requirements of a Reflect Reconciliation Action Plan under the pillars of Respect, Relationships, Opportunities and Governance.

Our reconciliation journey will be defined by action. We will bring the words on these pages to life. We will do this through our genuine and active commitment to building a diverse and inclusive work environment that nurtures innovative, creative and purpose-driven collaborations with Aboriginal and Torres Strait Islander peoples. And by engaging and energising our people and in turn, our business partners – our customers, the design community and suppliers.

Our Current Activities

We have been laying the foundations to our reconciliation journey through our proactive review of our HR and recruitment, employee development and procurement practices in Australia, in parallel with the development of our Reconciliation Action Plan.

We have accelerated our focus on building cultural awareness and competency within the Steelcase team. The members of the Reconciliation Action Plan Working Group have completed Cultural Awareness Training, with the view to participating in future On Country experiences.

We have commenced working to enhance Steelcase's Diversity & Inclusion procedures, to tailor our approach to recruitment and retention for the Australian market with the specific intent of attracting Aboriginal and Torres Strait Islander candidates.

The ongoing review of our supply chain is ensuring we seek to identify opportunities to increase the diversity of our supplier base to include Aboriginal and Torres Islander-owned and operated businesses, and businesses which facilitate Aboriginal and Torres Strait Islander employment and training opportunities.

In 2021, we partnered with Orana Services, based in NSW, to distribute furniture donated by a large, multi-national client to Aboriginal and Torres Strait Islander organisations and communities in NSW.

Meanwhile, our emerging relationship with Orana Commercial Relocations, based in Victoria, involves working with the company on a national scale as a delivery partner to promote equitable employment between Aboriginal and Torres Strait Islander peoples and other Australians. Orana Commercial Relocations create sustainable employment opportunities for Aboriginal and Torres Strait Islander peoples by recruiting and mentoring individuals across a range of areas from entry level to professional roles.

We also engaged the National Aboriginal Design Agency (NADA) to support the best practice selection and engagement of an Aboriginal and / or Torres Strait Islander artist to create the original artwork for the Reconciliation Action Plan.

Our Commitments



Relationships

Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	> Identify Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we can connect with on our reconciliation journey.	June, 2022	Business Development Manager
	> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September, 2022	Dealer Business Manager
	> Refine and develop Steelcase's Vision for Reconciliation in consultation with our Aboriginal and Torres Strait Islander stakeholders.	April, 2023	Managing Director
2 Build relationships through celebrating National Reconciliation Week (NRW).	> Develop and implement a communication plan to raise awareness of NRW at a local, regional and global level within Steelcase.	May, 2022	Brand Communications Director
	> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2022	Dealer Business Manager
	> RAP Working Group members participate in external events to recognise and celebrate NRW.	27 May-3 June, 2022	Dealer Business Manager
	> Encourage and support all staff, including senior leaders, to participate in at least one external event which recognises and celebrates NRW in their community.	27 May- 3 June, 2022	Dealer Business Manager



Relationships continued

Action	Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence.	➤ Communicate our commitment to reconciliation to Steelcase staff at a local, regional (Asia Pacific) and global level.	May, 2022	Brand Communications Director
	➤ Develop and implement a communication plan to raise external awareness of our RAP and our commitment to reconciliation within our external sphere of influence.	May, 2022	Brand Communications Director
	➤ Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June, 2022	Dealer Business Manager
	➤ Identify RAP and other like-minded organisations that we could approach to connect with, learn from and share knowledge with on our reconciliation journey.	June, 2022	Business Development Manager
	➤ Communicate our reconciliation actions through our engagement with clients and partners across the supply chain.	April, 2023	Business Development Manager
4 Promote positive race relations through anti-discrimination strategies.	➤ Research best practice and policies in areas of race relations and anti-discrimination.	June, 2022	HR Manager
	➤ Review HR policies and procedures to identify existing anti-discrimination provisions and any gaps and future needs.	June, 2022	HR Manager
5 Explore, establish and strengthen partnerships with the Aboriginal and Torres Strait Islander design community.	➤ Explore and connect with potential Aboriginal and Torres Strait Islander artist, design and architect partners.	May, 2022	Business Development Manager
	➤ Explore Aboriginal and Torres Strait Islander representation in Steelcase forums on product and design.	May, 2022	Vice-President, Regional Sales



Respect

Action	Deliverable	Timeline	Responsibility
6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Investigate and develop a strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation. 	May, 2022	HR Manager
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	June, 2022	HR Manager
	<ul style="list-style-type: none"> Implement a cultural learning program for our staff, including On Country experiences. 	October, 2022	Managing Director
7 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	June, 2022	Dealer Business Manager
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols and practices, including Acknowledgement of Country and Welcome to Country protocols. 	June, 2022	Managing Director
	<ul style="list-style-type: none"> Embed the practice of Acknowledging Country at the start of our internal and external meetings. 	June, 2022	Dealer Business Manager
	<ul style="list-style-type: none"> Encourage staff to apply cultural respect learnings and embed these as an integral part of future partnerships; including demonstrating respect for the cultural intellectual property of Aboriginal and Torres Strait Islander peoples, communities and stakeholders. 	January, 2023	Managing Director
8 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week at a local, regional (Asia Pacific) and global level. 	First week in July, 2022	Brand Communications Director
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local communities. 	First week in July, 2022	Business Development Manager
	<ul style="list-style-type: none"> RAP Working Group, along with staff, clients and stakeholders, to participate in an external NAIDOC Week event. 	First week in July, 2022	Managing Director



Opportunities

Action	Deliverable	Timeline	Responsibility
9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	› Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July, 2022	HR Manager
	› Develop and implement an employment and retention strategy for Aboriginal and Torres Strait Islander employment within our organisation.	July, 2022	HR Manager
10 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	› Develop a business strategy for procurement from Aboriginal and Torres Strait Islander owned businesses.	August, 2022	Finance Director
	› Investigate Supply Nation membership.	September, 2022	Finance Director
	› Define opportunities for procurement of services from Aboriginal and Torres Strait Islander owned businesses.	September, 2022	Finance Director



Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
11 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form a RWG to govern RAP implementation. 	May, 2022	Managing Director
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	May, 2022	HR Manager
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	May, 2022	Managing Director
12 Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	May, 2022	Director, Brand Communications
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	June, 2022	Managing Director
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	June, 2022	Finance Director
13 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence. 	June, 2022	Managing Director
	<ul style="list-style-type: none"> Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire. 	August, 2022	Managing Director
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	September, 2022	Managing Director
14 Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	February, 2022	Managing Director

Contact Details

Susan Mardini

MANAGING DIRECTOR — AUSTRALIA & NEW ZEALAND

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