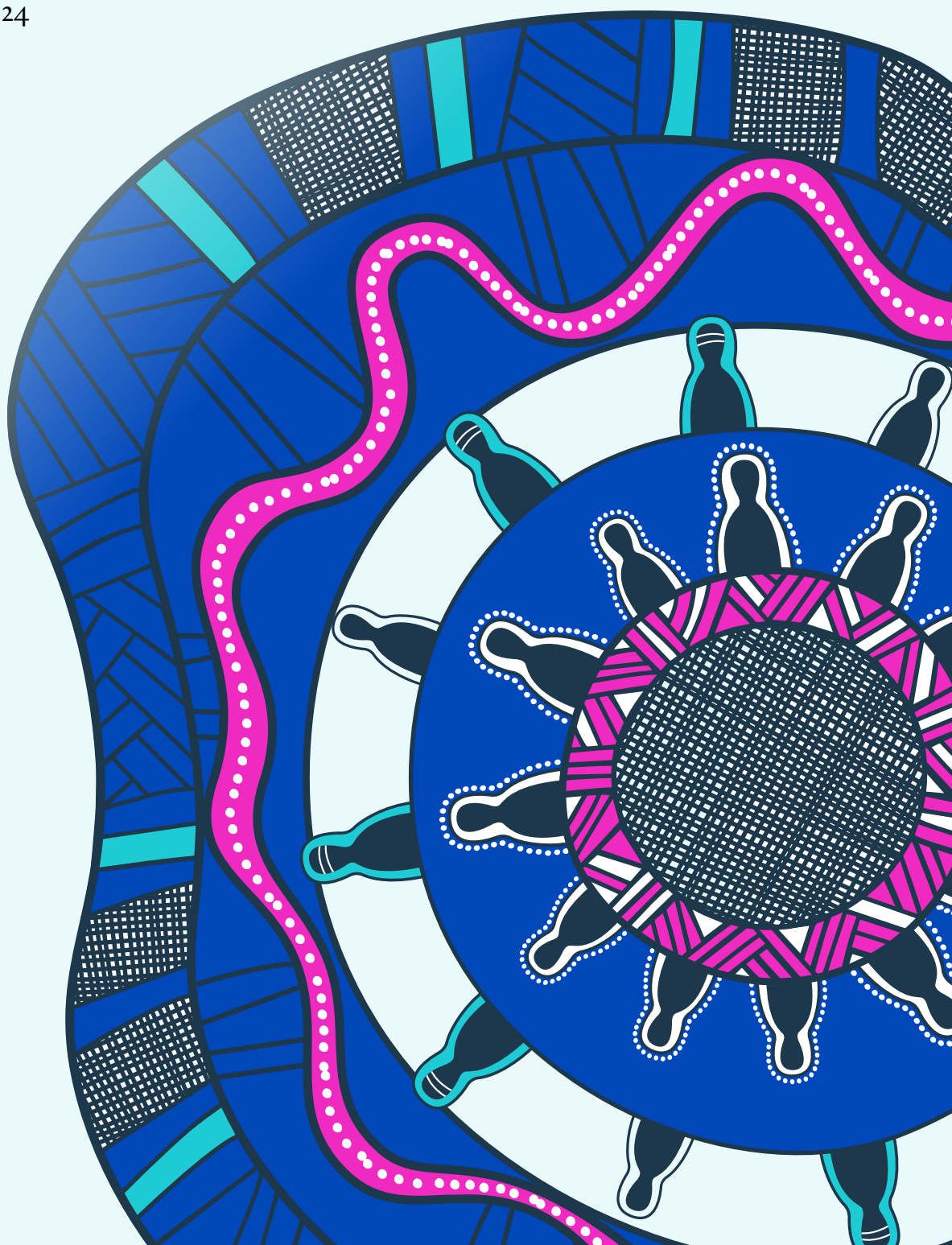
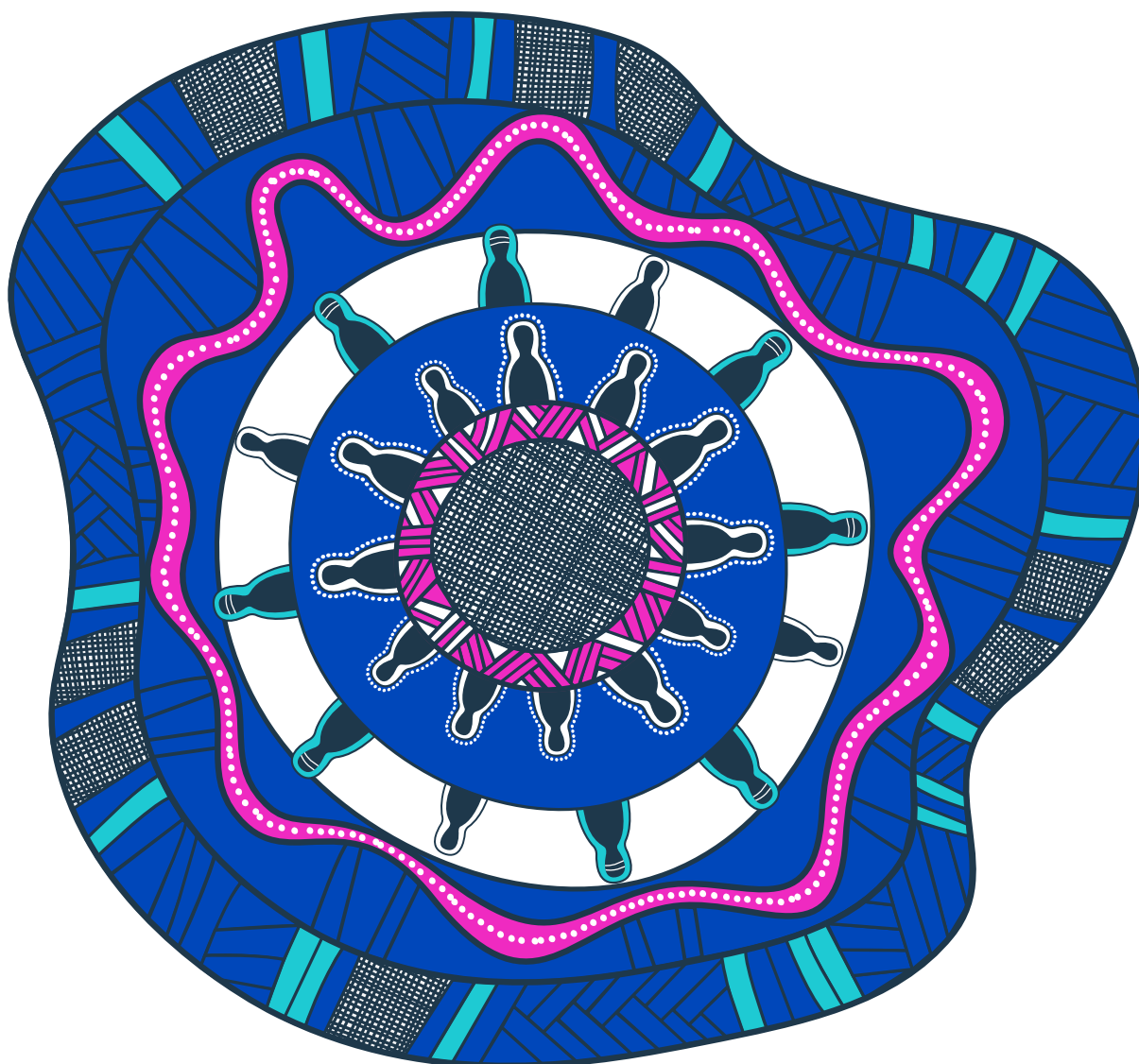


# Innovate Reconciliation Action Plan



August 2022 – July 2024





### Artist

**Danielle Leedie Gray** is a Graphic Artist, Illustrator and a descendant of the Bidjara and Wakka Wakka people of south west and east Queensland.

Danielle creates bold, contemporary pieces that make people feel joy and connection, and her artworks are a unique expression.

Danielle's work is guided by a deep sense of empathy towards her cultural heritage and family history, and invites unity and healing through the unique combination of culture and contemporary vision.

More personally, important symbols for Danielle are the people gathering (the circle with c's surrounding) and the travelling sign (three circles with three lines between them) because they reflect unity and moving forward.

Danielle wants to invite her work into the homes and businesses of non-indigenous people, and promote understanding of the symbols, stories and meaning in Aboriginal culture so together we create a united future for all Australians.

Danielle would like to acknowledge the Traditional Owners of this Country and pay her respects to Elders past, present and emerging.

## Contents

Letter from CEO	4
Letter from Reconciliation Australia	5
Our Business	6
Our RAP	8
Our Journey So Far	10
<b>Case Study:</b> Container Deposit Scheme	11
<b>Case Study:</b> Celebrating National Reconciliation Week through Investa's Insite App	12
<b>Case Study:</b> 120 Collins Street and Wirrpanda Cleaning	13
<b>Case Study:</b> 2020 NAIDOC Cooking Challenge	14
Relationships	16
Respect	18
Opportunities	22
Governance	26



# Our Vision for Reconciliation

Investa's vision for reconciliation is an equitable Australia where the rich cultures and histories of Aboriginal and Torres Strait Islander peoples are respected and celebrated.

We acknowledge our privilege and shared history and recognise the past and ongoing injustices which have contributed to today's inequality. We recognise Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands on which our buildings stand, our people work and our business operates. We are committed to a shared future where we listen to, learn from and build genuine partnerships with First Nations peoples and communities so that all Australians have equal opportunity to thrive.

## Acknowledgement of Country

Investa acknowledges the Traditional Owners of the lands on which our business operates and where we come together to work. We acknowledge the continuing connection to land, waterways and culture. We pay our respects to Elders past, present and emerging.



### Ngallowah Dayala

*Come here and sit down, let's talk together*

**Artists** - Trevor Eastwood and Jason Douglas, Dalmarri

Barrack Place Arcade is on the Lands of the Gadigal People of the Eora Nation.

In October 2021, artists Trevor Eastwood and Jason Douglas from Dalmarri hand painted the Barrack Place Arcade bollards.

The artwork reflects a celebration of reconciliation, of coming together, sitting down, having a meeting, sharing a meal, or swapping a story. Vibrant colours represent the diversity in Australia whilst acknowledging, and paying respect to, the Gadigal People of the Eora nation. We continue the journey of reconciliation.

Trevor hails from the Ngamba people on the Barwon River, part of Kamiloroi country, on the outskirts of Brewarrina, NSW, and Jason is a Murri Man, whose people belong to the tribal lands of the Kabi Kabi of south-eastern Queensland, including Noosa. His father, Michael Douglas is Traditional Owner/ Native Title Kubi-Kubi.

# Letter from our CEO

---



Peter Menegazzo  
CEO, Investa

I am proud to share Investa's Innovate Reconciliation Action Plan (RAP), cementing our ongoing commitment to creating positive change for Aboriginal and Torres Strait Islander Australians.

Our first Reflect-level RAP marked the beginning of Investa's journey toward reconciliation and, despite the unprecedented challenges of the past two years, delivering our RAP commitments has remained a priority. I am proud of the dedication and creativity many of our people have shown in finding opportunities to platform First Nations voices, showcase First Nations history and culture and to support First Nations business.

Our Reflect journey was full of learnings which have helped us to better understand our strengths and opportunities to have a meaningful impact on outcomes for First Nations peoples. Through our Innovate RAP we look forward to maturing on this journey as we implement our learnings and begin to embed reconciliation in the way we operate.

As one of Australia's largest real estate companies, we recognise that our business is inextricably linked to the land on which our buildings stand and operate. We take our responsibility to respect First Nations peoples' ongoing stewardship of this land seriously and we know that we can make a meaningful impact through place-based reconciliation.

Through our Innovate RAP, we look forward to engaging with Aboriginal and Torres Strait Islander communities to respectfully integrate their cultures and histories into our built environments.

Investa remains committed to building genuine partnerships with First Nations peoples and communities and supporting improved economic and social outcomes. As a result, we have chosen to emphasise procurement as a key opportunity for our Innovate RAP. At the heart of this, is providing our people with the resources, education and support they need to identify procurement opportunities in their business units and remove any barriers in our procurement processes.

We know that everyone benefits when First Nations peoples' knowledge, culture and history is respected. Through our Innovate RAP we look forward to creating

experiences that amplify First Nations voices and the richness of their cultures. We will continue to take opportunities to educate our own people as we also leverage our relationships to contribute to a more inclusive working environment for our tenants as well.

While Investa's reconciliation journey remains in its early stages, I am excited by the opportunities that we have identified in our Innovate RAP and look forward to seeing these realised as we work toward a more inclusive, reconciled Australia.

Peter Menegazzo  
Chief Executive Officer  
Investa

“

*While Investa's Reconciliation journey remains in its early stages, I am excited by the opportunities that we have identified in our Innovate RAP and look forward to seeing these realised as we work toward a more inclusive, reconciled Australia.*

# Letter from Reconciliation Australia

---



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

Reconciliation Australia commends Investa Property Group on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Investa Property Group to expand its understanding of its core strengths and deepen its relationship with

its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Investa Property Group will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With 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. Investa Property Group is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Investa Property Group's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Investa Property Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

A stylized handwritten signature in black ink.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





# Our Business

Investa is one of the largest office real estate companies in Australia. Our integrated real estate management platform manages assets worth in excess of AU~\$12 billion. Investa currently owns or manages 29 assets throughout Australia and provides working spaces for over 500 tenants with approximately 45,000 occupants. Our tenant customers include major Australian and global telecommunications, pharmaceutical, banking, finance, legal and professional service firms. Our investor clients include leading Australian superannuation funds, global institutional wealth management and investment firms, and offshore pension funds.

With our thorough understanding of modern Australian workplaces, Investa strives to fulfil the potential of those who work in its buildings every day, by providing high performance places which put people first. This people first attitude is reflected in the way Investa manages its buildings as communities as well as assets, communities which enable Australian work life to thrive. This drives Investa's simple, yet ambitious vision: to create Australia's most valued working places. This vision is implemented across each of Investa's buildings, which are located in key Australian CBDs in Brisbane, Sydney, Perth, Canberra and Melbourne.

The majority of Investa's employees are located at our head office at 420 George Street in Sydney. Investa also has a number of employees based at the buildings which we manage in Sydney, Melbourne and Brisbane, ensuring on-site staff can build strong relationships and provide top quality service to Investa's tenant customers. Investa currently employs approx 230 people across a range of departments, including real estate operations, real estate services, funds management, development, research, sustainability, marketing, IT, finance, human resources, legal and support services.





## Social Sustainability

Through our Active in the Community program and broader Sustainability Policy and strategy, Investa focuses on creating a positive social impact within the communities in which we operate, specifically targeting significant social issues prevalent in major Australian CBDs. Historically we have done this through investing time and resources in three key areas: homelessness, youth at risk, and natural hazard resilience. Investa's RAP has a particular emphasis on expanding our social impact to initiatives which achieve positive economic and social participation outcomes for Aboriginal and Torres Strait Islander peoples within the communities we touch. Social impact measurement is important to Investa and we aim to build it in to all of our initiatives and partnerships in order to help us evaluate their effectiveness.

**Above Left:** Thought leaders and innovators share valuable insights and knowledge at regular keynote sessions for all Investa employees.



## Diversity & Inclusion

At Investa, we strive to maintain a diverse, inclusive workforce which harnesses different views, skills and experiences. We value difference, so our people can bring their whole selves to work. We are firmly committed to an inclusive workplace where the individual is supported and respected and where each of our people has an equal voice. Investa understands that a diverse workforce improves operational and commercial performance, contributes to investor value and delivers better outcomes for our customers. We actively seek a wide mix of views to ensure that the way we do business and make decisions is representative of our stakeholders and the broader community. Investa is aiming to accelerate our journey towards a diverse workforce and inclusive culture with a particular focus on building our cultural diversity. We seek to enhance the cultural awareness and capability of our people, and to provide opportunities for Aboriginal and Torres Strait Islander peoples, including the creation of employment pathways. Investa currently has one Aboriginal employee as part of our team. We are committed to improving this workforce composition to better reflect our communities.

**Above Right:** Mardi Gras celebration at 1 Market Street.

# Our RAP

Investa is committed to building a shared future where we listen to, learn from and build genuine partnerships with First Nations peoples and communities so that all Australians have an equal opportunity to thrive.

Investa's core values of driving change, going above and beyond and doing the right thing speak to the significant need to develop relationships with Aboriginal and Torres Strait Islander peoples and organisations. Establishing a RAP is a crucial way to realise these values, ensuring Investa contributes to a reconciled Australia and creates a space for Aboriginal and Torres Strait Islander team members to identify themselves. Additionally, considering Investa's primary business revolves around commercial property, recognising and acknowledging the Traditional Owners of the land that our assets sit upon is of heightened importance. Investa has a shared responsibility and an important role to play in helping to improve economic outcomes for Aboriginal and Torres Strait Islander peoples.

Investa's internal Diversity Committee is responsible for fostering an inclusive culture and endeavours to celebrate diversity in all its forms, including our commitment to actively contribute to the issue of reconciliation. Since its formation in January 2018, Investa's RAP Working Group has been working to champion and actively drive engagement across the whole organisation, including the Executive Committee, to drive progress and action towards reconciliation. We have strong executive level support for our RAP from RAP champions CEO, Peter Menegazzo and Group Executive, Head of Corporate Operations, Amy Wild who are both members of our RAP Working Group.



**Peter Menegazzo**  
Chief Executive Officer



**Amy Wild**  
Group Executive, Head of  
Corporate Operations



**Kristy Bartlett**  
Senior Manager, Innovation  
& Transformation



**Robert Houston**  
Senior Facilities Manager



**Travis Green**  
Head of Asset Management



**Jennifer Relunia**  
Development  
Project Coordinator



With valuable input from Reconciliation Australia, the development of Investa's Innovate RAP has been led by our RAP Working Group comprised of volunteers from across our business.

We currently have one staff member represented in our RAP Working Group who identifies as an Aboriginal person.

Investa looks forward to continuing a long-lasting and genuine working relationship with Reconciliation Australia to have a meaningful impact and contribute towards a reconciled Australia.



**Melanie Hopgood-Bould**  
Head of Customer Experience



**Lisa Story**  
Treasurer



**Stuart Rowe**  
Development Director,  
New Business



**Lorna Nolan**  
National Communications &  
Marketing Manager



**Megan Francis**  
Business Project Manager,  
Real Estate Operations



**Tanya Ferrara**  
Safety Manager



**Lara Hutcheson**  
Development Manager

# Our Journey so Far

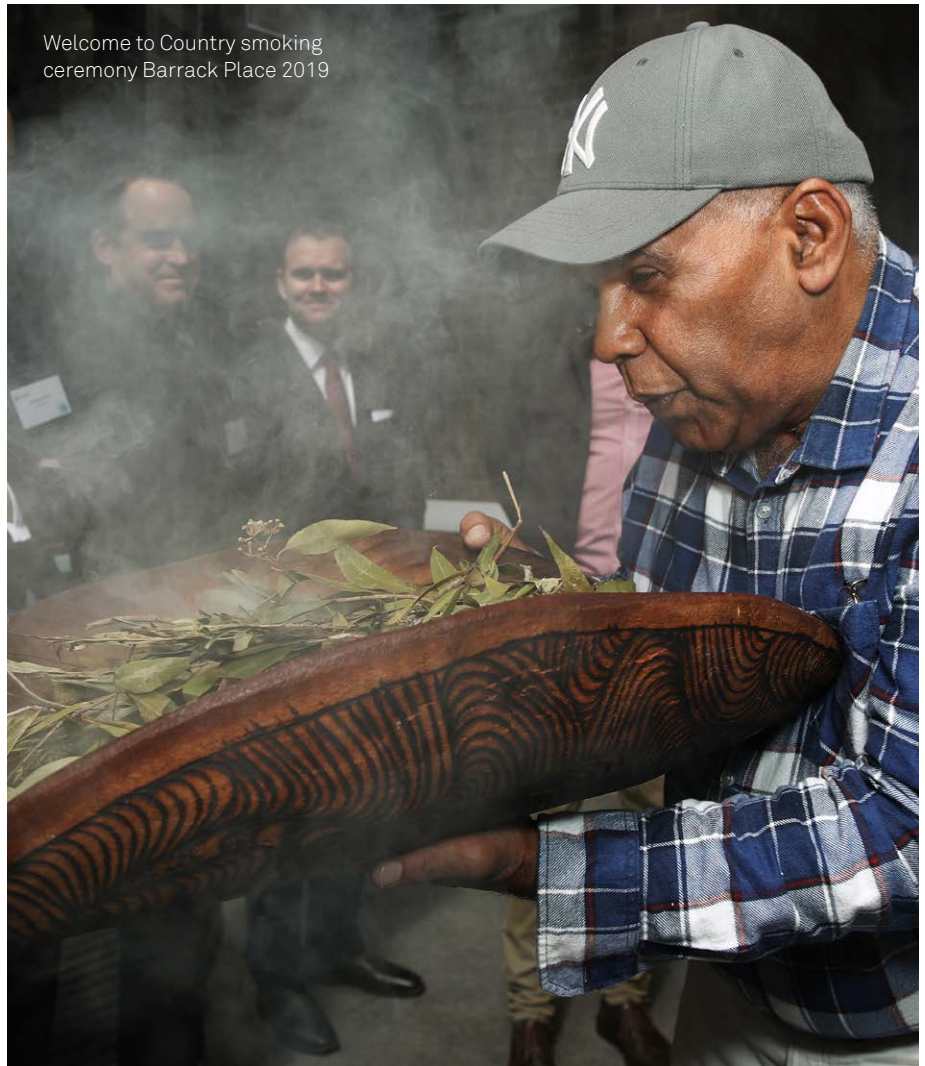
Since launching our first RAP in July 2019, Investa has taken action to work toward our vision for reconciliation and seek out opportunities to support Aboriginal and Torres Strait Islander peoples and communities.



## Acknowledgement of Country

Investa acknowledges the Traditional Owners of the land, the Wurundjeri People of the Kulin Nation, and their continuing connection to this land. We pay our respects to elders past present and emerging. Investa supports the journey towards reconciliation.

To view Investa's RAP please visit [investa.com.au](https://investa.com.au)



Investa's Reflect RAP saw us take a strong focus on celebrating Aboriginal and Torres Strait Islander cultures. An important first step was ensuring the inclusion of a Welcome to Country or an Acknowledgement of Country at all significant and/or large internal and external events. To support our people, we created a Welcome to Country/ Acknowledgement of Country Protocol guide which explains the significance of recognising Aboriginal and Torres Strait Islander peoples as custodians of their land and is now available to all employees on the Intranet.

As part of our commitment to elevating our employees' knowledge and understanding of First Nations cultures, Investa launched

cultural awareness training for all staff as part of our Induction and for all existing employees in October 2019. Demonstrating Investa's leadership's commitment to reconciliation, our Executive team and the RAP Working Group participated in face-to-face cultural awareness workshops run by Evolve Communities, a majority Aboriginal-owned business who provide competency-based cultural awareness and reconciliation training.

We are immensely proud of the opportunities we have to work with Aboriginal and Torres Strait Islander businesses, charities and community groups, and have undertaken initiatives across our business to have a meaningful impact through our Reflect RAP.



## Case Study: Container Deposit Scheme

*“We are glad to be associated with Investa’s RAP and to provide connections for mentoring and future opportunities for Aboriginal and Torres Strait Islander young people.”*

Taryn Marks  
General Manager, AIME

### OPPORTUNITY

Investa is regularly recognised and awarded for leadership in the environmental management of buildings and for actively addressing climate change. In 2019 we identified an opportunity to improve our recycling rates by implementing the Container Deposit Scheme in our buildings, collecting all eligible bottles and cans in dedicated CDS collection bins to receive a 10c refund for each bottle. Recognising the challenge of managing the administration of the refunds, we identified an opportunity to give back to the community by partnering with a charity.

### WHAT WE DID

Investa’s RAP Working Group and Active in the Community Group worked together to identify a local charity that aligned with Investa’s values. We chose to donate all refunds to the Australian Indigenous Mentoring Experience (AIME) to contribute to their mentoring program supporting Aboriginal and Torres Strait Islander students through high school and into university.

### IMPACT

As part of Investa’s Reflect RAP, we committed to exploring opportunities for community involvement and ways to give back to support Aboriginal and Torres Strait Islander communities. Through donating the refunds from our Container Deposit Scheme to AIME, we are able to have a positive environmental impact by improving our recycling rates within our buildings, while also giving back and making a positive contribution to First Nations peoples.

*“Investa has been able to roll out the container deposit scheme across a number of our NSW sites. The program is a great example of how we can achieve social and environmental impacts in one hit, Investa can improve recycling rates whilst partnering with organisations who can use the donations for good.”*

Megan Francis  
Business Project Manager



## Case Study: Celebrating National Reconciliation Week through Investa's insite App



### OPPORTUNITY

insite is Investa's occupant experience app which provides tenants with exclusive access to a range of services, events, news, competitions, offers and content. In 2020 and 2021, due to COVID-19, our Occupant Experience team was unable to celebrate National Reconciliation Week (NRW) with face-to-face activities in Investa's buildings. Instead, we identified the opportunity to communicate the purpose of NRW's theme "In this Together" digitally, using our channels to acknowledge our shared histories, cultures and achievements and promote action toward reconciliation in Australia among Investa's tenants, reaching over 4,500 registered app users.

We promoted National Reconciliation Week via digital signage across our buildings in lifts, acknowledging the Traditional Owners of the lands on which our buildings stand. We raised internal and external awareness of National Reconciliation Week with eNewsletter promotions to share our activities.

**Top left:** Mabu Mabu Pavlova Cooking Workshop

**Top right:** Nornie Bero, Chef and owner of Mabu Mabu

**Right:** Neville Jetta, Melbourne Football Club player and First Nations Ambassador

### 2020 WHAT WE DID

Our National Reconciliation Week campaign included:

- A special pre-recorded talk by Neville Jetta, Melbourne Football Club player and First Nations Ambassador, which was made available to Investa employees and tenants through the insite app. Embracing stories of Aboriginal and Torres Strait Islander success and contribution to communities, the talk covered the meaning of national reconciliation, the importance of relationships built on respect, how we can create a more inclusive future and Neville's experience of being a First Nations role model.
- In conjunction with the pre-recorded talk we ran a competition at Sixty Martin Place to win an Aboriginal and Torres Strait Islander-inspired hamper from Aboriginal-owned business Kakadu Plum, inviting tenants to enter by answering the question What does Reconciliation mean to you?

### 2021 WHAT WE DID

Our National Reconciliation Week campaign included partnering with Nornie Bero, the head chef and owner of Mabu Mabu in Melbourne, to deliver a competition and live cooking experience for our occupants. Originally from Mer Island in the Torres Strait, Nornie has been a professional chef for over 20 years and she is currently on a mission to make Indigenous herbs, spices, vegetables and fruits part of everyone's kitchen pantry.

### IMPACT

Our National Reconciliation Week digital campaigns supported our commitment to raising both internal and external awareness of Investa's RAP and our commitment to reconciliation, while acknowledging and recognising a key date of significance for Aboriginal and Torres Strait Islander cultures.



## Case Study: 120 Collins Street & Wirrpanda Cleaning



### OPPORTUNITY

One of Investa's building tenants required us to source sensitive, chemical free cleaning products to address an allergic reaction from a staff member. As part of Investa's commitment to environmental sustainability, we prioritised sourcing a sustainable and ethical product without sacrificing quality.

### WHAT WE DID

We worked closely with our partners, Assetlink, to source products which met our criteria before conducting testing. After a rigorous process, we found Wirrpanda Cleaning products were the best products to meet all of our criteria. After meeting with David Wirrpanda, we identified the opportunity to contribute to the work of the Wirrpanda Foundation, which creates pathways to employment for Aboriginal and Torres Strait Islander youth. The proceeds from swab testing and auditing activities each quarter are contributed directly to the Foundation.

### IMPACT

Through Investa's partnership with the Wirrpanda Foundation and use of Wirrpanda Cleaning Products, we have supported the needs of our tenants, improved environmental outcomes and, importantly, contributed to our commitment to explore opportunities for procurement from Aboriginal and Torres Strait Islander businesses. This has allowed us to build stronger relationships with the Aboriginal and Torres Strait Islander community and to contribute to the valuable work of the Wirrpanda Foundation to empower Aboriginal and Torres Strait Islander youth.

**Top:** The creation of Wirrpanda Partnership and the ChemFree@120, David Wirrpanda centre, Robert Houston left, Toli Prantzios right with Senior leadership team from Assetlink.



## Case Study: 2020 NAIDOC Cooking Challenge



### OPPORTUNITY

NAIDOC Week celebrations are normally held across Australia each July to celebrate the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples. Given the unusual circumstances of 2020, the decision was made by NAIDOC organisers to postpone celebrations until November, so Investa also celebrated NAIDOC Week between 8th-15th November. With COVID-19 restrictions and social distancing requirements still in place, organising face-to-face celebrations was challenging. Instead, we opted to organise a virtual experience for staff instead.

### IMPACT

The NAIDOC Cooking experience helped us to meet our RAP commitment to elevate our employees' knowledge and understanding of First Nations' cultures and to actively acknowledge and recognise Aboriginal and Torres Strait Islander cultures and dates of significance. The feedback from staff who participated in the event was overwhelmingly positive, and there was great engagement both during and following the event.

Importantly, the event also allowed us to support Aboriginal and Torres Strait Islander businesses, including the National Indigenous Culinary

### WHAT WE DID

To help us arrange an event that was both engaging and educational for staff we partnered with the National Indigenous Culinary Institute (NICI), who offer training and experience for aspiring First Nations chefs at Australia's top restaurants, such as Rockpool Bar and Grill, Bistro Guillaume, Catalina, Aria and more.

NICI organised a virtual native ingredient cooking experience for Investa staff, with two of NICI's chefs, Sam and Luke Bourke, delivering a pre-recorded cooking class to teach staff how to prepare a dish they had created featuring kangaroo and other native Australian ingredients. Staff received all ingredients delivered to their door prior to the event and were able to cook along from their home kitchens as part of a live video call. NICI's CEO Nathan Lovett hosted the event and educated staff on the cultural significance and history of cooking with native ingredients for First Nations peoples, answering questions throughout the cooking experience.

Following the event, staff were invited to share photos of the meals they had prepared and to continue the conversation together. A wrap up of the event was then shared company wide, to share learnings and photos with all staff. We also announced prizes which were sourced from Aboriginal-owned business, Kakadu Plum, for the best and worst dishes!

Institute to arrange the experience, and the Aboriginal and Torres Strait Islander producers who supplied the ingredients which made up the cooking boxes staff received.

Investa's reconciliation journey so far has demonstrated how much we still have to learn, but also the potential we have to make a positive impact. In light of the devastating impacts of the Australian bushfires, the disproportionate impact of COVID-19 on Aboriginal and Torres Strait Islander businesses and the increased conversation around improving outcomes for Aboriginal and Torres Strait Islander peoples within the context of the global Black Lives Matter movement shining a

light on the ongoing racism faced by people of colour in Australia, 2020 brought the complexity surrounding reconciliation into sharp focus. As we have been confronted by the structural barriers and inequities faced by First Nations peoples in Australia, Investa's commitment to listening to and learning from Aboriginal and Torres Strait Islander voices has been strengthened.

As Investa continues to grow and learn we look forward to continuing our journey toward reconciliation through our Innovate RAP.





**Top left:** NAIDOC Week NICi cooking class organised for Investa staff

**Top right:** Representatives of NICi including chefs Sam & Luke Bourke, and CEO Nathan Lovett.

**Bottom Left:** NAIDOC Week NICi dish prepared by Anita Rochaniasih, Investa

**Bottom Right:** NAIDOC Week hamper competition at 420 George Street



# Relationships

Action	Deliverable
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations
	Develop and implement an engagement plan to consult with local Aboriginal and Torres Strait Islander communities for new development projects
<b>2. Build relationships through celebrating National Reconciliation Week (NRW)</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff
	RAP Working Group members to participate in an external NRW event
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW
	Organise at least one NRW event each year
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>
	Develop and implement NRW events and engagement activities through Investa's portfolio of buildings, targeting tenants and building occupants
	Implement strategies to engage our staff in reconciliation
<b>3. Promote reconciliation through our sphere of influence</b>	Communicate our commitment to reconciliation publicly
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes
	Collaborate with other like-minded organisations (including those with a RAP) to develop ways to advance reconciliation
	Collaborate with tenant and investor partners with RAPs to develop ways to advance reconciliation and extract learnings we can leverage
	Explore opportunities to drive industry-level change to advance reconciliation through partnering with the Property Council of Australia
	Feature Investa's RAP on the Insite App as an educational tool for staff and tenants
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs
	Develop, implement and communicate an anti-discrimination policy for our organisation
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy
	Educate senior leaders on the effects of racism
	Educate all staff on the effects of racism

Investa is committed to building respectful and mutually beneficial relationships with First Nations peoples. We recognise our role in enriching the communities in which we operate through building stronger relationships with Aboriginal and Torres Strait Islander peoples. We believe that through increased collaboration with Australia's First Peoples we can contribute to a more sustainable, thriving future for Australian cities.

Timeline	Responsibility
January 2023	Business Project Manager, Real Estate Operations
April 2023	Business Project Manager, Real Estate Operations
June 2023	Development Director, New Business & Development Manager
November 2023	General Manager, People & Culture
27 May- 3 June, 2023 & 2024	Group Executive, Head of Corporate Operations
27 May- 3 June, 2023 & 2024	Group Executive, Head of Corporate Operations
27 May- 3 June, 2023 & 2024	General Manager, People & Culture
May 2023 & 2024	General Manager, People & Culture
27 May-3 June, 2023 & 2024	Head of Customer Experience
July 2024	Group Executive, Head of Corporate Operations
January 2024	Group Executive, Brand & Innovation
April 2024	Head of Investment Management
April 2024	Group Executive, Head of Corporate Operations
April 2024	Head of Investment Management & General Manager Property Development
July 2024	Development Director & Fund Manager, Mandates
December 2023	Head of Customer Experience
November 2023	Group Executive, Head of Corporate Operations
February 2023	Group Executive, Head of Corporate Operations
January 2023	Group Executive, Head of Corporate Operations
May 2023	Group Executive, Head of Corporate Operations & Sustainability Manager
October 2023	Group Executive, Head of Corporate Operations & Sustainability Manager



# Respect

Action	Deliverable
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>	Conduct a review of cultural learning needs within our organisation
	Explore opportunities to partner with local Aboriginal and Torres Strait Islander businesses to deliver the cultural learning strategy for our staff
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy
	Develop, implement and communicate a cultural learning strategy for our staff
	Integrate cultural learning into the staff welcome gift and induction program, including on a focus on why reconciliation is important
	Explore opportunities to collaborate with tenants to engage in cultural learning activities
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning
	Provide opportunity for one team member to undertake a secondment through Jawun (or other similar organisation)
	Explore opportunities for senior leaders to increase their knowledge and awareness of Aboriginal and Torres Strait Islander peoples by undertaking training while on country
	Implement quarterly lunch and learn (yarn) program to increase staff knowledge and awareness about Aboriginal and Torres Strait Island cultures and histories
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	Investigate opportunities for use of traditional place names on project branding and place making
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings
	Work with the Property Council of Australia to develop protocols for Acknowledgement of Country at PCA events
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	Conduct a review of HR policies to proactively identify opportunities to recognise and respond to the unique needs of Aboriginal and Torres Strait Islander staff (e.g. Sorry Business)
	RAP Working Group to participate in an external NAIDOC Week event
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week
	Promote and encourage participation in external NAIDOC events to all staff

Investa respects the interests, cultures and traditions of the Traditional Owners of the lands and waters across Australia and understands the direct impact our developments have on both land and peoples. We are focused on strengthening our employees' knowledge of First Nations cultures and promoting a culture of mutual respect.

Timeline	Responsibility
August 2022	General Manager, People & Culture & People & Culture Coordinator
September 2022	General Manager, People & Culture & People & Culture Coordinator
November 2022	General Manager, People & Culture & People & Culture Coordinator
December 2022	General Manager, People & Culture & People & Culture Coordinator
January 2023	General Manager, People & Culture
May 2023	Head of Customer Experience & National Head of Commercial Real Estate Services
January 2023	Group Executive, Head of Corporate Operations
January 2024	Group Executive, Head of Corporate Operations
July 2024	Treasurer
March 2023	General Manager, People & Culture
June 2023	Development Director & Development Manager
August 2022	Safety Manager
August 2022	Group Executive, Head of Corporate Operations & People & Culture Coordinator
January 2024	Group Executive, Brand & Innovation
January 2024	Chief Executive Officer
January 2024	Development Director
January 2024	Group Executive, Head of Corporate Operations
First week in July, 2023 & 2024	Group Executive, Head of Corporate Operations
October 2022	Group Executive, Head of Corporate Operations
First week in July, 2023 & 2024	People & Culture Coordinator

# Respect

Action	Deliverable
<b>8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by integrating culture and art into the physical built environment</b>	Integrate Aboriginal and Torres Strait Islander art or physical depictions of cultures or histories into all new development projects and communicate the significance of these artworks
	Explore integrating physical and digital representations of Aboriginal and Torres Strait Islander cultures and histories into major lobby refurbishment projects
	Explore opportunities to incorporate truth telling and the historical significance of the land where our buildings stand into new development projects and/or major lobby refurbishments
	Implement tailored Acknowledgement of Country plaques into the foyers of all Investa owned buildings
	Investigate opportunities to incorporate native landscaping in building developments
	Review meeting room names in relation to colonial references



Timeline	Responsibility
July 2024	Development Director & Development Manager
July 2024	Head of Capital Projects & Senior Facilities Manager
July 2024	Head of Capital Projects & Development Manager
February 2023	Head of Capital Projects & Head of Investment Management
February 2024	Development Director & Development Manager
August 2022	Business Project Manager, Real Estate Operations

# Opportunities

Action	Deliverable
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy including partnership with Aboriginal and Torres Strait Islander recruitment agencies
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	Explore opportunities form relationships with universities to provide mentoring for Aboriginal and Torres Strait Islander students interested in pursuing a career in property
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy
	Investigate Supply Nation membership
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses
	Explore opportunities to encourage major service providers to utilise products procured from Aboriginal and Torres Strait Islander businesses or commit to improving social and/or economic outcomes for First Australians
	Share case studies of successful procurement from Aboriginal and Torres Strait Islander businesses with staff
	Review and update tenant 'Welcome to the Building' gift to be procured from Aboriginal and Torres Strait Islander businesses
	Review and update staff welcome gift to be procured from Aboriginal and Torres Strait Islander businesses
	Establish Aboriginal and Torres Strait Islander business directory on company intranet
	Develop a communication and engagement program to encourage staff to purchase from Aboriginal and Torres Strait Islander businesses in their personal lives
	Establish Microsoft Teams or SharePoint channel for staff to share details of Aboriginal and Torres Strait Islander owned businesses they have found

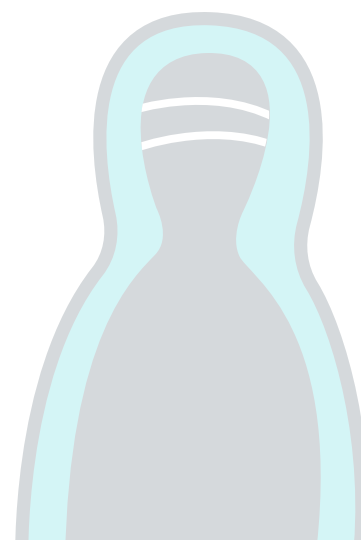
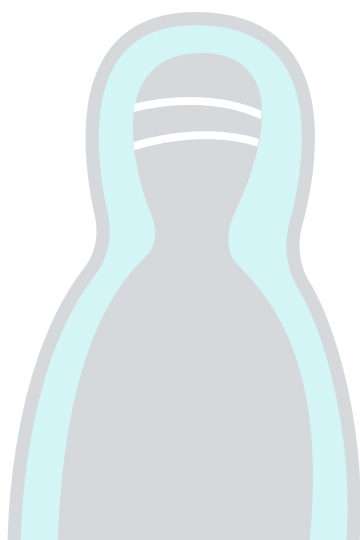
Our purpose is to enable Australian work life to thrive. Our aspiration is to create greater inclusivity around this goal through exploring opportunities to support First Nations peoples to participate in our communities, while fostering a more inclusive work environment at Investa for Aboriginal and Torres Strait Islander peoples.

Timeline	Responsibility
February 2023	Group Executive, Head of Corporate Operations
July 2023	Talent Acquisition Manager
September 2023	Talent Acquisition Manager
January 2024	Talent Acquisition Manager
October 2022	General Manager, People & Culture & Talent Acquisition Manager
July 2024	Group Executive, Head of Corporate Operations
March 2023	Talent Acquisition Manager & Senior Manager, Innovation & Transformation
December 2022	Manager Operational Procurement and Facilities Services, General Manager Corporate Sustainability, Head of Capital Projects, Development Director & Treasurer
January 2023	Senior Facilities Manager
April 2023	Safety Manager & Manager Operational Procurement & Facilities Services
April 2023	Business Project Manager – Real Estate Operations, General Manager, Facilities Services, Manager Operational Procurement and Facilities Services
July 2023	Head of Customer Experience
August 2023	Senior Facilities Manager, Manager Operational Procurement and Facilities Services
December 2023	National Communications & Marketing Manager
May 2023	Head of Customer Experience
May 2023	General Manager, People & Culture
June 2023	Safety Manager
July 2023	Safety Manager
September 2023	Digital Marketing Executive



# Opportunities

Action	Deliverable
11. Support improved economic and social outcomes through employee volunteering programs	Develop and implement a staff volunteering program within Aboriginal and Torres Strait Islander businesses or community organisations
12. Support improved economic and social outcomes through expanding fundraising opportunities across our portfolio of buildings	Implement fundraising for Australian Indigenous Mentoring Experience (AIME) through Container Deposit Scheme across Investa's portfolio of buildings and promote to Investa staff and building tenants
13. Improve employment outcomes by providing work experience opportunities for Aboriginal and Torres Strait Islander students	<p>Explore internship opportunities for university students</p> <p>Explore industry level opportunities to promote careers in property to Aboriginal and Torres Strait Islander secondary students</p> <p>Implement work experience program for secondary students to provide exposure to an office environment</p>

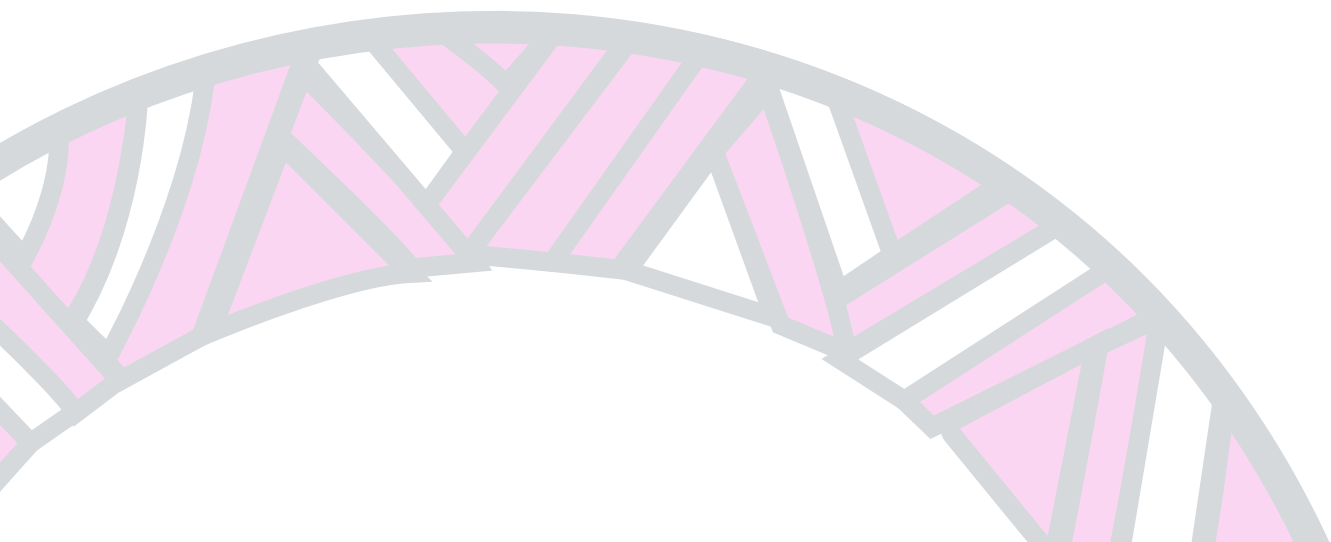


Timeline	Responsibility
June 2023	Group Executive, Head of Corporate Operations
August 2022	Business Project Manager, Real Estate Operations
February 2023	Talent Acquisition Manager
July 2024	Development Director
July 2024	National Head of Asset Services



# Governance

Action	Deliverable
<b>14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG
	Establish and apply a Terms of Reference for the RWG
	Meet at least four times per year to drive and monitor RAP implementation
<b>15. Provide appropriate support for effective implementation of RAP commitments</b>	Define resource needs for RAP implementation
	Engage our senior leaders and other staff in the delivery of RAP commitments
	Define and maintain appropriate systems to track, measure and report on RAP commitments
	Appoint and maintain an internal RAP Champion from senior management
<b>16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia
	Report RAP progress to all staff and senior leaders quarterly
	Publicly report our RAP achievements, challenges and learnings, annually
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer
	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
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP
<b>17. Continue our reconciliation journey by developing our next RAP</b>	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP







Timeline	Responsibility
February, May, September & November 2023 and 2024	Group Executive, Head of Corporate Operations
October 2022	Group Executive, Head of Corporate Operations
February, May, September & November 2023 and 2024	Group Executive, Head of Corporate Operations
September 2022	Group Executive, Head of Corporate Operations
November 2022	Group Executive, Head of Corporate Operations
August 2022	Safety Manager
August 2022	Group Executive, Head of Corporate Operations
September 2023 and 2024	Group Executive, Head of Corporate Operations
July 2024	Group Executive, Head of Corporate Operations
July 2024	Sustainability Manager & Group Executive, Head of Corporate Operations
October 2022	Senior Manager, Innovation & Transformation
July 2023 and 2024	Group Executive, Head of Corporate Operations
July 2023 and 2024	Group Executive, Head of Corporate Operations
June 2024	Group Executive, Head of Corporate Operations
January 2024	Group Executive, Head of Corporate Operations



Launch of Investa's Reflect RAP 2019

# Contact details

---

**Name**

Amy Wild

**Position**

Group Executive,  
Head of Corporate Operations

**Phone**

(02) 8226 9309

**Email**

[awild@investa.com.au](mailto:awild@investa.com.au)

