



Ingenia  
COMMUNITIES



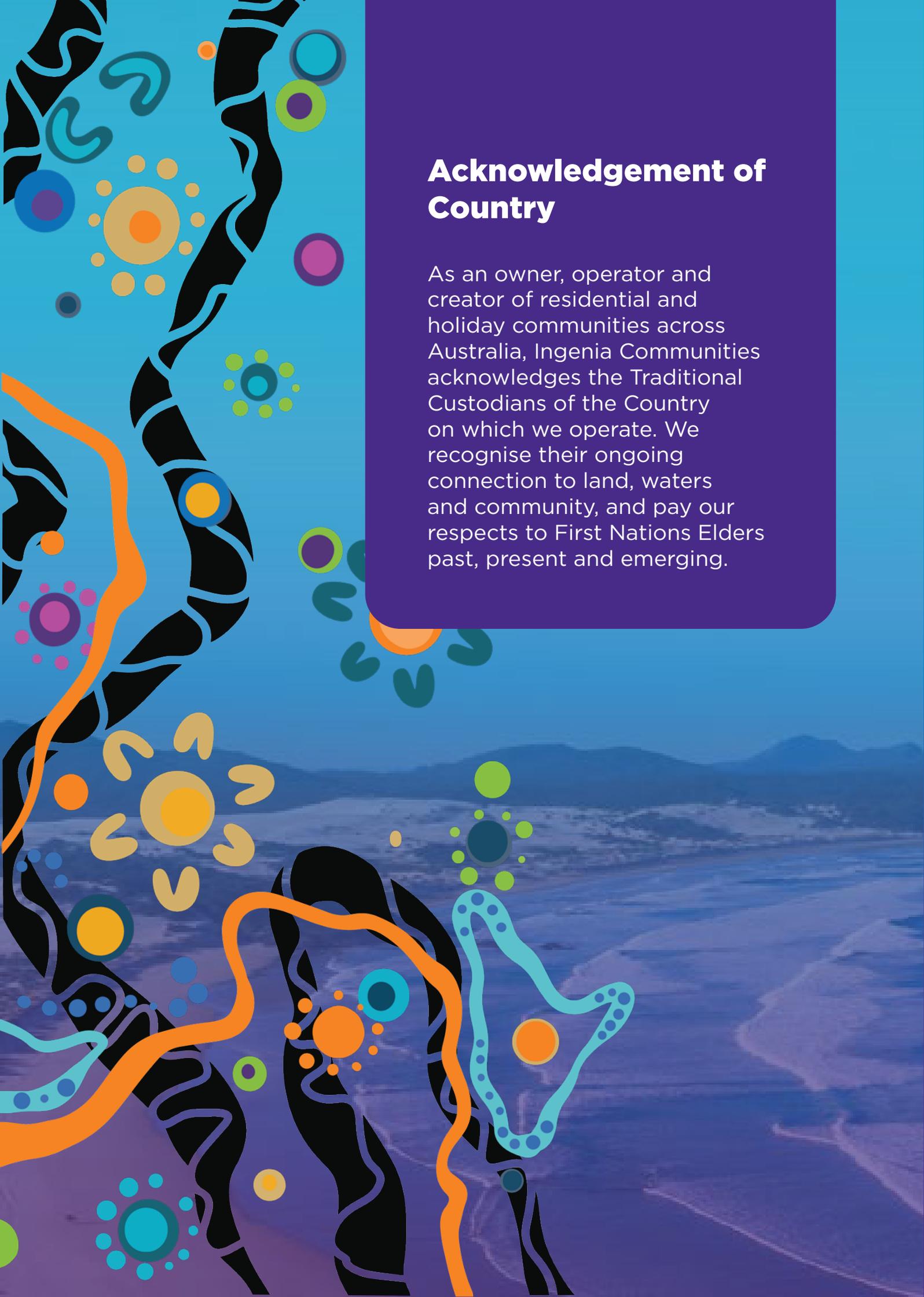
RECONCILIATION  
ACTION PLAN

REFLECT

# Reflect Reconciliation Action Plan

January 2025 – January 2026





## Acknowledgement of Country

As an owner, operator and creator of residential and holiday communities across Australia, Ingenia Communities acknowledges the Traditional Custodians of the Country on which we operate. We recognise their ongoing connection to land, waters and community, and pay our respects to First Nations Elders past, present and emerging.

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Developed by  
Ngurra Advisory



Edited by  
Neat Copy



Designed by  
Indigico Creative



# About the artwork



Jake Simon from Inyadot Art (I.Y.D.A) was engaged to translate Ingenia's essence into a concept design that harmoniously blends our distinct brand colours. Jake describes his approach to the artwork: 'Imagine a canvas alive with primary and secondary hues, echoing the vibrant spirit of coastal landscapes.'

Jake's selection by Ingenia's Reconciliation Working Group (RWG) reflects the style of Jake's previous pieces. The group also acknowledged that Jake is an emerging Worimi-Biripi artist. This also resonated with the RWG, as Ingenia is at the beginning of its reconciliation journey and has a large presence of lifestyle communities and holiday parks in the Port Stephens area of NSW.

The artwork is titled *Journey*. Jake describes his inspiration and approach to the work.

'A bold stroke of black pays homage to the rich heritage of the First Nations People, grounding the artwork in a tapestry of history and respect.

'Flowing through this composition on a backdrop of a sunrise inviting you to the new day are warm earthy tones of orange and yellow, their meandering paths symbolising the life-giving rivers that intricately connect Ingenia's communities to their natural surroundings.'

These colours catch the eye while embodying Ingenia's deep commitment to sustainability and environmental harmony.

Intertwined delicately within the design are flower-like symbols, evoking a sense of community and togetherness that lies at the heart of Ingenia's mission. These symbols, akin to gatherings, mirror the unity and shared experiences cherished within Ingenia's diverse communities across different locales.

Jake says, 'This artwork embodies integrity in its execution, fostering respect for all through its tribute to heritage and nature. It is a testament to continuous improvement, as each brushstroke and element strives to encapsulate the evolving essence of Ingenia.'

This concept art visually captivates and deeply resonates with the core values of environmental stewardship and community that define Ingenia's ethos.



## About the artist – Jake Simon

Jake Simon is a proud Worimi-Biripi man, raised on Worimi Country, now living on Gadigal Lands.

Jake is a freelance digital artist and founder of I.Y.D.A. Through his work, Jake seeks to add colour and vitality to a stark world of black and white. He is inspired by traditional art language and the vibrant colours found throughout Worimi and Biripi Country. His work reflects his people's Country, saltwater and fresh water. Jake fuses traditional form with contemporary methodology to transform cultural storytelling into modern conceptual messaging through a digital medium.

Jake has worked with many companies and community groups interpreting their internal values into art pieces and storytelling to form their reconciliation action plan documents, including Sydney Mardi Gras.

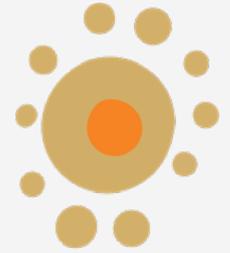
Jake has worked with World Pride, Calvin Klein, Gali Swimwear and, more recently, his work with Deadly Science can be seen on Yarra Trams.

Jake's art journey has come a long way, from small canvas paintings for friends and family to large-scale projects. He has always been surrounded by storytellers and creatives in all forms growing up, however it was not until 4 years ago that Jake made the decision to work as a full-time artist.



Artist Jake Simon from I.Y.D.A (He/him)

# Message from the CEO of Reconciliation Australia



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

Ingenia joins a network of more than 3,000 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.

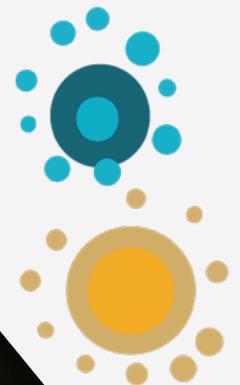
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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

This Reflect RAP enables Ingenia 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Ingenia, 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



# Message from Ingenia CEO



**AT INGENIA COMMUNITIES WE HAVE MADE THE CONSCIOUS CHOICE TO STRIVE TO PLAY A POSITIVE ROLE IN ADVANCING RECONCILIATION BETWEEN ABORIGINAL AND TORRES STRAIT ISLANDER AND NON-ABORIGINAL AND TORRES STRAIT ISLANDER AUSTRALIANS. AS CEO, I RECOGNISE THE IMPORTANCE OF RECONCILIATION AS A FUNDAMENTAL COMPONENT OF OUR CORPORATE VALUES AND RESPONSIBILITIES.**

We begin by acknowledging the Traditional Custodians of the land on which we operate. We pay our respects to Elders past and present and recognise their enduring connection to their lands, waters and cultures. Their heritage and contributions are integral to our community and our values.

I am honoured to present our first Reflect Reconciliation Action Plan (RAP), a personal and organisational commitment that stands as a testament to our dedication towards fostering an inclusive environment and promoting reconciliation within our business, our communities, and beyond.

Our journey towards reconciliation reflects our core values and is a pivotal aspect of our corporate responsibility. Ingenia Communities is uniquely placed as our core business is building and operating communities. We recognise however that our communities have sat on Country for a small fraction of time when compared to the 65,000 years it has been cared for by Aboriginal and Torres Strait Islander peoples. Secondly, our footprint extends along the eastern seaboard from Torquay to Cairns and includes several inland and regional locations. The connection to land provides an opportunity for us to build and strengthen our understanding and relationships with Traditional Custodians.

Our RAP is more than a document. It is a strategic framework that guides our actions and sets clear goals for contributing to the national reconciliation movement. It outlines practical steps and measurable targets that we will undertake to advance equity, foster cultural understanding, and create opportunities for Aboriginal and Torres Strait Islander peoples.

Our participation in the RAP program supports our objectives to:

- engage collaboratively and build relationships with Aboriginal and Torres Strait Islander communities based on trust, respect, and understanding of Aboriginal and Torres Strait Islander cultures, histories, and contributions
- foster respect through education and awareness, and acknowledge and promote Aboriginal and Torres Strait Islander cultures within our organisation, ensuring that all our employees understand and value the rich and diverse cultures of Aboriginal and Torres Strait Islander peoples
- create opportunities by supporting the economic and social development of Aboriginal and Torres Strait Islander communities through employment, education, and business partnerships.

We are committed to ensuring our efforts are well supported and effectively managed. To support the implementation of our RAP, we have allocated resources and established a team responsible for driving our initiatives forward.

We understand that reconciliation is an ongoing journey that requires continuous effort and genuine partnership. We are at the beginning of our journey. However, by embedding reconciliation into our core values, policies and actions, we aim to make a positive and lasting impact.

This RAP is a living document, one that we will revisit and evolve as we progress in our reconciliation journey. We invite participation and feedback from our stakeholders and the broader community, as we believe that open dialogue is essential for meaningful progress.

Finally, I would like to acknowledge the passion and commitment of all past and present members of Ingenia's RWG, in bringing our RAP together.

I invite all members of our Ingenia community to embrace the spirit of this plan and contribute to its success. Together, we can have a significant impact and move toward a reconciled, just, and equitable Australia.

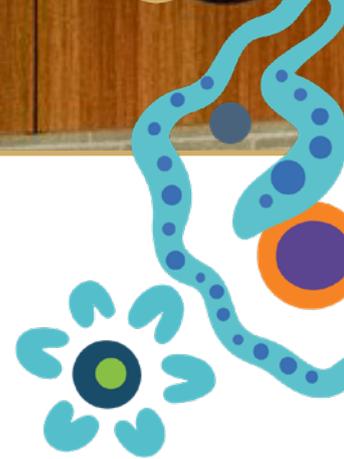
Thank you for joining us on this important journey.

Sincerely,



**John Carfi**  
CEO, Ingenia Communities





# Our business

## About Ingenia

Since its inception in June 2012, Ingenia Communities has grown to become a leading ASX200 listed property group that develops, owns, and operates 100 assets along Australia's east coast. Our portfolio includes Lifestyle, Gardens, Rental and Holiday communities in key urban, regional and coastal locations. We impact many holidaymakers each year, and more than 11,000 residents enjoy independence, wellbeing and active living in our communities.

The Ingenia team consists of around 1,300 employees, with 6% of our workforce identifying as Aboriginal or Torres Strait Islander. Our employees are based in our corporate and support offices in Sydney and Brisbane, with the majority of our teams working within our communities. In fact, 80% of our employees are located in regional areas.

Our people work toward our organisational purpose every day, supported by a set of core values.

## Our purpose

**At Ingenia, we build Belonging.**

## Our values

### 1. Customer Obsessed

Every single thing we do is for our customers. We believe in extraordinary service for our customers. Extraordinary, never ordinary.

### 2. Make it Count

We do what we say we will do. We believe in doing what matters.

### 3. We Before Me

We achieve great things together. We believe in us.

### 4. Today and Tomorrow

We create better tomorrows. We value today and tomorrow.

# Our RAP

**INGENIA'S FIRST RAP REFLECTS THE BELIEFS AND VISION OF OUR PEOPLE. IT COMMITS US TO WORK TOWARD PLAYING OUR ROLE IN REALISING OUR VISION THROUGH DELIVERING ACTIONS THAT WILL ESTABLISH A SOLID BASE FROM WHICH WE CAN BUILD OUR RECONCILIATION JOURNEY OVER TIME.**

Midway through 2023, Ingenia's Executive Leadership Team (ELT) endorsed a business case supporting a commitment to deliver our first RAP and establish a dedicated RWG. The role of the group would be to enshrine genuine and meaningful actions and engagement within our business operations. Supporting this decision, findings from our internal staff engagement survey, 'Your Voice', underscored a desire for a more active approach to working with Aboriginal and Torres Strait Islander communities.

The premise of our RWG is to include representatives of a broad cross-section of the organisation, including on-ground teams engaged in their sphere of influence so they can test ideas and seek feedback and opportunities, and build greater understanding across our business.

Our Reflect RAP has been developed through the collective efforts of this core group of people representing our business. However, the delivery of the RAP is the responsibility of the entire organisation. This is why engagement and bringing our people along the journey of the RAP development has been such an important part of our reconciliation commitment.

The RWG has met approximately monthly since its August 2023 inception meeting. Objectives included:

- immersing in, listening to and learning about relationships inside and outside of the organisation

- connecting and building capacity
- looking forward through the development of our vision and preparing our RAP.

Matt Young, our Executive General Manager of Tourism, has led the RWG's work as the designated inaugural Chair. Matt Napper, our National Sustainability Manager, has supported the group as Ingenia's RAP Champion. The group includes 15 staff who self-nominated from across the business, including 3 members of our Executive.

The RWG has been guided and supported by Ngurra Advisory, an Aboriginal owned business specialising in working in partnership with organisations to build capacity around delivery of programs and services to Aboriginal and Torres Strait Islander communities. A list of present members of the RWG group can be found on page 12.

A pivotal milestone for our RWG and our RAP journey has been the development of our vision for reconciliation, which was launched during National Reconciliation Week (NRW) 2024. Our vision establishes the direction for our reconciliation journey, emphasising our commitment, and provides context and guidance to our initiatives.

Our RAP approach is guided by Reconciliation Australia's RAP template which aligns our actions under the areas of relationships, respect, opportunities and governance. Our existing suite of policies will underpin delivery of our initiatives including our purpose and values, and our key policies, such as our diversity policy.

# Vision for reconciliation

INGENIA'S VISION IS TO CONTRIBUTE TO A NATION THAT **RECOGNISES, CELEBRATES AND VALUES** ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND CULTURES.

Our Reflect RAP aims to work together with Aboriginal and Torres Strait Islander people and communities over the next 12 months across the many Aboriginal Nations we operate on, to:

- build strong relationships
- create and foster opportunities
- respect and improve our understanding of culture.

While providing governance to our reconciliation journey, preparation of our vision, and our Reflect RAP, the RWG has participated in various other initiatives to support the development of cultural awareness and understanding across the organisation. Initiatives included:

- cultural learning workshops
- knowledge sharing and engagement events across the business
- building a central hub to enable access to key information, which will continue to evolve as a major resource for all staff.

The RWG has evolved since its inception and will continue to evolve as members immerse themselves and build capability which will support the broader business. Similar opportunities will become available to more people across the business as the group develops and evolves. The RWG will be responsible for monitoring and supporting the delivery of our Reflect RAP which is intended to drive our reconciliation journey for the period from February 2025 to February 2026. Over the next 12 months we will learn and gather information to help us begin preparation of our next RAP: an 'Innovate' RAP.

Ultimately our success will be measured by how we move toward the pillars of reconciliation. Working in and with our communities will be key to that success. We are committed to building our engagement and relationships with Aboriginal and Torres Strait Islander communities in the regions where we operate our parks and communities.

Our RWG, and particularly the Chair of the RWG, is responsible for reporting progress to our leadership and Board. In monitoring the delivery of our RAP we will capture what we learn along the way to ensure we can reflect on lessons in the way we operate our business, and continue to inform and review our actions.

# Our journey

Ingenia operates holiday parks and residential communities along the eastern seaboard of Australia, including urban, regional and coastal locations. In our day-to-day operations we engage with local communities, including Aboriginal and Torres Strait Islander communities.

Our engagement takes many forms. For example, we engage through site reviews associated with property development; employment in our assets; provision of services, such as education on local cultures and communities; and sponsorships and partnerships.

## 2022-2023

We provided philanthropic support to the Rabbitohs Foundation. We have also supported Souths Cares, hosting their Boys and Girls Leadership and Cultural Camps through the Deadly Youth Mentoring Program and the Liverpool Opportunity Hub.

## 2023

We formally commenced our reconciliation journey during NRW 2023 when our organisation came together to seek volunteers for our RWG and to hear from Murrook Cultural Centre's Education Leader, Justin Ridgeway. Justin is a proud Worimi man, who shared his story and the opportunities created through his experience with reconciliation.

## 2023

Our Executive, RWG members, and people from across our business attended a cultural education workshop conducted by Mirri Mirri, an Aboriginal owned company who deliver cultural and historical education. The aim of the workshop was to deepen participants' understanding and connection with First Nations cultures. Amongst many learnings from these sessions was greater appreciation of the impacts of significant historical events.

PICTURED: 2024 Boys Leadership & Cultural Camp





PICTURED: *On Country* artwork by Ammie and Renee Howell.

## February 2024

We proudly unveiled our first commissioned clubhouse artwork at Lakeside Lara, our new Land Lease Community in Victoria. This piece, titled *On Country*, (Picture below) was collaboratively crafted by 2 Arrernte sisters, Ammie and Renee Howell. The central design is of Bunjil the wedge-tailed eagle, the creator of the Kulin Nation.

## July 2024

During NAIDOC Week 2024, our Nambucca Holiday Park joined in the celebrations through activities such as preparing a bush tucker-inspired menu at our café, NAIDOC week uniforms, commissioned artwork, and delivery of local language classes, all against the backdrop of the existing culturally inspired landscape designs.

## May/July 2024

We celebrated our journey over the past 18 months with a video montage of our teams across our entire business. The montage is of pictures of our teams holding up a sign and acknowledging the Aboriginal lands on which they are located.

We also launched our internal facing Sharepoint site which allows our teams to access policies, guides, learning media, case studies, artwork, and key links which they can use in their day-to-day activities to help support Ingenia's vision for reconciliation.

## October 2024

We supported the Red Belly Warriors under 17s girls side from Blacktown, Sydney, in the Koori Knockout.

## May/June 2024

We hosted local Elder, Aunty Barb Simms, and CEO of Souths Cares, Alisha Parker-Elrez, who welcomed us to the traditional land of the Gadigal people. Aunty Barb and Alisha shared First Nations peoples' histories, and their inspirational journeys exploring their childhoods growing up in Sydney and challenges they overcame to become influential figures in the community, making outstanding contributions in support of others.

PICTURED: Red Belly Warriors under 17s



# Our RAP Working Group

**Matthew Young** | Executive General Manager – Tourism

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**Aldrina Fernandes** | Sustainability Specialist

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**Juliet Wolak** | Interior Designer

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**Rebecca Ford** | HR Systems Lead

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**Matt Napper** | National Sustainability Manager

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**Amanda Russell** | Investor Relations & Sustainability Coordinator

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**Keily Hasler** | Park Manager

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**Siena Crisafi** | Events & Partnership Executive - Tourism

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**Donna Byrne** | General Manager IR & Sustainability

---

**Andrew Bodiam** | Acquisitions Manager

---

**Skye-Maree Phillips** | External Community Advisor

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**Simon Illingworth** | Procurement Integrations & Fund Reporting Manager

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**Kristy Minter** | General Manager People & Culture

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**Dionne Charters** | Community Manager

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**Mary-Grace Greer** | Area Manager – Victoria & Northern NSW

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Note: RWG members as at 1 January 2025

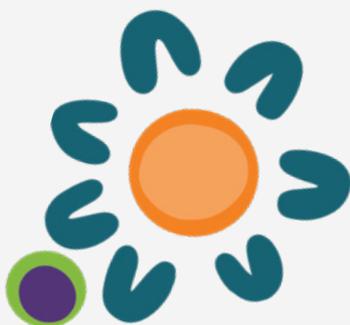
# Our partnerships

**AT INGENIA, WE ARE DEDICATED TO BUILDING STRONG PARTNERSHIPS WITH FIRST NATIONS COMMUNITIES, BUSINESSES, AND ORGANISATIONS.** OUR GOAL IS TO CREATE POSITIVE OUTCOMES AND SUPPORT SUSTAINABLE FUTURES FOR FIRST NATIONS PEOPLE, COMMUNITIES, AND COUNTRY.

We collaborate with various Aboriginal businesses that offer valuable expertise and services.

Partnerships with Aboriginal and Torres Strait Islander peoples are vital to our reconciliation journey, as they foster mutual understanding, respect, and collaboration. Through engagement and empowerment, we will acknowledge the rich cultural heritage and contributions of Aboriginal and Torres Strait Islander communities, helping to play an active role in shaping the future.

These partnerships help address historical injustices and create pathways for healing, ensuring the voices of Aboriginal and Torres Strait Islander peoples are heard and valued in decision-making processes. Embracing this collaborative approach strengthens our collective commitment to a more equitable and inclusive society, paving the way for genuine reconciliation that honours the wisdom and traditions of Australia's First Peoples.



Our key partner organisations:



Ngurra Advisory are an Aboriginal owned business specialising in working in partnership with organisations to build capacity around the delivery of programs and services to Aboriginal and Torres Strait Islander communities. Ngurra has supported our RWG with education and advice over the past 12 months.



Mirri Mirri are an Aboriginal owned enterprise delivering cultural and historical education, and provide cultural education workshops to Ingenia.



The Rabbitohs Foundation is designed to support and secure the long-term future of the South Sydney Football Club. Its charitable arm, Souths Cares, delivers transformational programs in support of communities.



The Murrook Culture Centre gathers, sustains, protects and teaches Aboriginal cultures to people with an emphasis on Worimi culture. Murrook staff provide cultural experiences to Ingenia Parks located on Worimi Country.





# Action plan

**IN OUR COMMITMENT TO FOSTERING A MORE INCLUSIVE AND EQUITABLE ENVIRONMENT, WE ARE PROUD TO PRESENT THE ACTIONS SECTION OF OUR RAP.**

The action plan outlines the specific steps we will take to advance reconciliation and strengthen our relationships with Aboriginal and Torres Strait Islander peoples in 4 key areas:

- Relationships
- Respect
- Opportunities
- Governance

Each action is designed to support a more just and inclusive society, celebrate the rich cultural heritage of First Nations people, and contribute to the broader movement toward reconciliation in Australia.

# Relationships

Deliverable	Timeline	Responsibility
<b>ACTION 1: Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>		
Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	April 2025	EGM Tourism; EGM Residential; EGM Acquisitions & Development
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	April 2025	GM IR&S; EGM Tourism
<b>ACTION 2: Build relationships through celebrating National Reconciliation Week (NRW)</b>		
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2025	Chair RWG; EGM Tourism
RWG members to participate in an external NRW event	27 May to 3 June 2025	Chair RWG; EGM Tourism
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May to 3 June 2025	Chair RWG; EGM Tourism
<b>ACTION 3: Promote reconciliation through our sphere of influence</b>		
Communicate our commitment to reconciliation to all staff	February 2025	CEO
Identify external stakeholders that our organisation can engage with on our reconciliation journey	March 2025	Chair RWG; EGM Tourism
Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	April 2025	Chair RWG; EGM Tourism
Develop a communications plan outlining how we will celebrate cultural dates of significance 365 days a year through our sphere of influence	March 2025	Chair RWG; EGM Tourism
<b>ACTION 4: Promote positive race relations through anti-discrimination strategies</b>		
Research best practice and policies in areas of race relations and anti-discrimination	April 2025	GM P&C
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs	June 2025	GM P&C

# Respect

Deliverable	Timeline	Responsibility
<b>ACTION 5: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>		
Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	June 2025	Chair RWG; EGM Tourism; GM IR&S
Conduct a review of cultural learning needs within our organisation	May 2025	GM P&C
Senior leaders within the organisation to participate in cultural awareness training	June 2025	GM IR&S
Commence the development of a cultural learning Strategy	July 2025	GM P&C
<b>ACTION 6: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>		
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area	April 2025	EGM Tourism; EGM Residential; EGM Acquisitions & Development
Develop a cultural protocols guide to increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country, Welcome to Country and Smoking Ceremony protocols	March 2025	Chair RWG; EGM Tourism; GM IR&S
Ingenia website to include an Acknowledgement of Country	March 2025	Chair RWG; EGM Tourism; GM IR&S
Include Acknowledgement of Country at the start of all AGMs (annual general meetings) and relevant community events	March 2025	GM IR&S
Explore the opportunity to acknowledge Traditional Custodians in our offices, communities and parks	July 2025	Chair RWG; EGM Tourism; EGM Residential
<b>ACTION 7: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>		
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	June 2025	Chair RWG; EGM Tourism
Introduce our staff to NAIDOC Week by promoting external events in our local area	June 2025	Chair RWG; EGM Tourism
RWG to participate in an external NAIDOC Week event	First week in July 2025	Chair RWG; EGM Tourism

# Opportunities

Deliverable	Timeline	Responsibility
<b>ACTION 8: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>		
Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	September 2025	GM P&C
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	August 2025	GM P&C
Explore opportunities to develop existing or potential community partnerships that support existing partnerships for Aboriginal and Torres Strait Islander peoples	April 2025	EGM Tourism; Events & Partnerships Executive
<b>ACTION 9: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>		
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	May 2025	EGM Tourism; Procurement Integrations & Fund Reporting Manager
Investigate Supply Nation, NSW Indigenous Chamber of Commerce, Yarpa NSW Indigenous Business and Employment Hub, and Kinaway Chamber of Commerce membership	March 2025	EGM Tourism; Procurement Integrations & Fund Reporting Manager
Conduct a review of the Ingenia procurement policy to ensure the policy is inclusive of social and ethical procurement of Aboriginal and Torres Strait Islander businesses	March 2025	EGM Tourism; Procurement Integrations & Fund Reporting Manager
Build an understanding of Aboriginal and Torres Strait Islander businesses aligned to the items and services procured by Ingenia	March 2025	EGM Tourism; Procurement Integrations & Fund Reporting Manager

# Governance

Deliverable	Timeline	Responsibility
<b>ACTION 10: Establish and maintain an effective RWG to drive governance of the RAP</b>		
Develop a transition plan for our RWG to support continued diversity of input	February 2025	GM IR&S
Review the Terms of Reference for the RWG	February 2025	GM IR&S
Establish a plan to transition Aboriginal and Torres Strait Islander representation on the RWG	March 2025	GM IR&S
<b>ACTION 11: Provide appropriate support for effective implementation of RAP commitments</b>		
Define resource needs for RAP implementation	February 2025	GM IR&S
Engage senior leaders in the delivery of RAP commitments	February 2025	GM IR&S
Appoint a senior leader to champion our RAP internally	February 2025	GM IR&S
Define appropriate systems and capability to track, measure and report on RAP commitments	February 2025	GM IR&S
<b>ACTION 12: 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	June annually	GM IR&S
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact survey	1 August annually	GM IR&S
Complete and submit the annual RAP Impact survey to Reconciliation Australia	30 September annually	GM IR&S
<b>ACTION 13: Continue our reconciliation journey by developing our next RAP</b>		
Register via Reconciliation Australia's RAP registration portal to begin developing our next RAP.	November 2025	GM IR&S

# Contact details

**NAME:** Matthew Napper

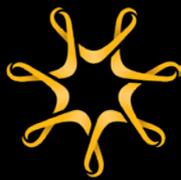
**POSITION:** National Sustainability Manager

**PHONE:** 1300 132 946

**EMAIL:** [sustainability@ingeniacommunities.com.au](mailto:sustainability@ingeniacommunities.com.au)







Ingenia  
COMMUNITIES



RECONCILIATION  
ACTION PLAN

REFLECT

