

Reflect Reconciliation Action Plan



July 2019 – July 2020





Bloodwood Sculpture – Created from Gamilaroi Country.
Title: A Journey of Evolution. Artist: Alan McKenzie

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Our Reflect Reconciliation Action Plan (RAP)

Reconciliation Australia's RAP Framework provides organisations with a structured approach to advance reconciliation. There are four types of RAPs that an organisation can develop – Reflect, Innovate, Stretch, Elevate – each designed to suit an organisation at different stages of their reconciliation journey.

Investa is embarking on a foundational-level Reflect RAP which includes practical actions to help drive our contribution to reconciliation within Investa and in the communities in which we operate. Committing to a Reflect RAP allows Investa to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, articulating our vision for reconciliation and exploring our sphere of influence. This process will provide the solid foundations to ensure our future RAPs are meaningful, mutually beneficial and sustainable.

Acknowledgement of Country

Investa acknowledges the Traditional Owners of the land 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.

About the artist Allan McKenzie

ARTWORK NARRATIVE

The journey how does it begin?
Does it start with one human
placing a foot in the ground
and then another? No.

All journey's start with the Creator.

The Creator makes the waterways, the
Country, the animals, the people, the plants.
He gives us our songlines, language, lore,
values, kinship systems and spirit.

The Creator provides the very elements
that provide life, sustainability, growth
and future.

Our Ancestors provide guidance in the spirit
to continue to remember the lesson.

Our Elders guide us in the physical to not
stray from our responsibility and path.

Our parents provide nurture, education
of self, safety and knowledge of our role.

Our young people the student who will
retain this and the future's sustainability.

Guidance, actions, lessons, values,
responsibility. Knowing when to plan,
knowing when to move, knowing when to
care, knowing when to listen, knowing when
to speak. Knowing from listening, from
learning, from doing, from mother from
father, from Elder, from Ancestor.
Told by Creator.

Family, built on lore and kinship.
Spread as far as our footsteps or vessel
will take us. Across Country, rivers and soil.
Acceptance and retention given in our way of
sharing, knowledge, resources, opportunities
but all for the assurance that what is needed
next season will be there. Generational
growth and assurance.

We survive, flourish, progress and thrive.

The journey of Investa is a parallel.

Creation. Lessons, responsibility, sharing,
growth, sustainability.

Evolve. It's forms varying, success,
detriment, loss, gain, movement and
progression. Guidance and lessons.

Country. Life, emotional/physical well-being,
provider of opportunity and ability to thrive.

Respecting the journey from beginning to
now and building for it to thrive into the
future. The members of "tribe" that hold
significant roles remembering their
responsibility and nurturing those in the
future that will.

The black background represents Country,
the foundation that Investa was created
from. A blank palette that the possibilities
were endless. The four hand prints represent
the Board members – the present Elders of
Investa, the influencers and the guides.

The intricate detail representing the staff
and environment, knitted together in a
continuous motion to show fluid movement
of growth and connection.

The colours are explosive to represent
the thriving nature of Investa. The pulsating
circular patterns, represent success, some
larger than others to represent times of
slow moving growth, hardships and barriers
moving to large representing times filled
with fruition and success. The symbols
of people representing the network that
Investa has established across its footprint
of the company, patterned to show their
significance to what these relationships
have brought to its successful impact of
where it is today.

Its base made of ironbark, a fire resistant
tree, able to withstand the force of mother
nature and retain its stability, symbolising
the steadfast foundation that Investa is
built upon.

A journey that will have no end for it will
continue to evolve.



ARTIST PROFILE

Allan McKenzie is a proud Gamilaroi /
Wiradjuri man who possesses a powerful
combination of strong cultural
knowledge, respect and experience.

Allan, possesses through life skills
acquired in many Nations from
Custodians and Elders a high level of
cultural knowledge based on traditional
methods and applies them in today's
society to ensure that Aboriginal culture
continues to be alive and practiced.

Allan practices and lives culture and is
passionate about educating Aboriginal
people the pathway of becoming
stronger and more confident, especially
in controlling one's life and claiming
one's rights through practicing
traditional methods of Aboriginal
culture and preserving heritage.
Allan is renowned for teaching through
conviction and widely respected for his
committed and vibrant personality.
Allan himself says it is important to note
that in the traditional culture of Aboriginal
people that one core element overrides
all other areas of traditional and
non-traditional ways of life. One value,
one core manifestation that intertwines
with all aspects of Aboriginal life, that
being – Culture & Heritage.

For more information about Allan, visit
www.boomalliconsulting.com.au

Letter from our CEO

It is with immense pride that I present Investa's inaugural Reconciliation Action Plan (RAP), the first step in our commitment to contribute towards a reconciled Australia.

Investa is firmly committed to promoting positive change for Aboriginal and Torres Strait Islander Australians. As owners and managers of some of Australia's most iconic office towers, we have a crucial role to play in closing the economic, education and employment gap that exists between Australia's First Nations People and the wider Australian community.

When creating Australia's most valued working places, it is essential that we do so for all Australians. Given the intrinsic connection between Aboriginal and Torres Strait Islander cultures and the land upon which our assets sit, it is especially pertinent that we enable Aboriginal and Torres Strait Islander Australians to thrive in both our workplace communities and the wider community that we operate in.

Our Reflect-level RAP marks the first steps on this journey and will provide the framework for Investa to build trust and strengthen our relationships, both internally and externally, with Aboriginal and Torres Strait Islander communities. Considering all change starts from within, our Reflect RAP will focus on our greatest asset, our people. This RAP sets measurable targets for our organisation to deepen our understanding and respect for our First Peoples' rich history, cultures and achievements. We look forward to engaging outwards,

involving our tenants and investors and leveraging our relationships to promote sustainable opportunities within our sphere of influence for Aboriginal and Torres Strait Islander Australians.

In line with Investa's aspirations to engage and support a culturally diverse workforce, we hope that these actions will create a more inclusive environment for Aboriginal and Torres Strait Islander Australians to join our team – ensuring that our workforce is reflective of the communities in which we operate and live.

Importantly, Investa's first RAP has the full support of our Board and Executive team. With senior executive sponsorship and a dedicated team of passionate advocates from across our business focused on action, we will hold ourselves accountable for delivering on our commitments and reporting transparently on our progress.



We look forward to demonstrating respect, providing opportunities and building relationships that will have a meaningful impact to Australia's First Nations People.

Jonathan Callaghan,
Chief Executive Officer, Investa



Jonathan Callaghan, CEO

We recognise First Australians' ongoing and continued stewardship of the land upon which our assets stand, and acknowledge that without it, our business would not be what it is today. We look forward to formally recognising this relationship and building upon to create a better future for all Australians.

Again, it is with enormous pleasure that we share our first RAP. We look forward to demonstrating respect, providing opportunities and building relationships that will have a meaningful impact to Australia's First Nations People.

Jonathan Callaghan, CEO

Letter from Reconciliation Australia

Reconciliation Australia is delighted to welcome Investa to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Investa joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Investa a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Investa will lay the foundations for future RAPs and reconciliation initiatives.

We wish Investa well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds,

to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Investa on its first RAP, and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Karen Mundine, CEO

Our business

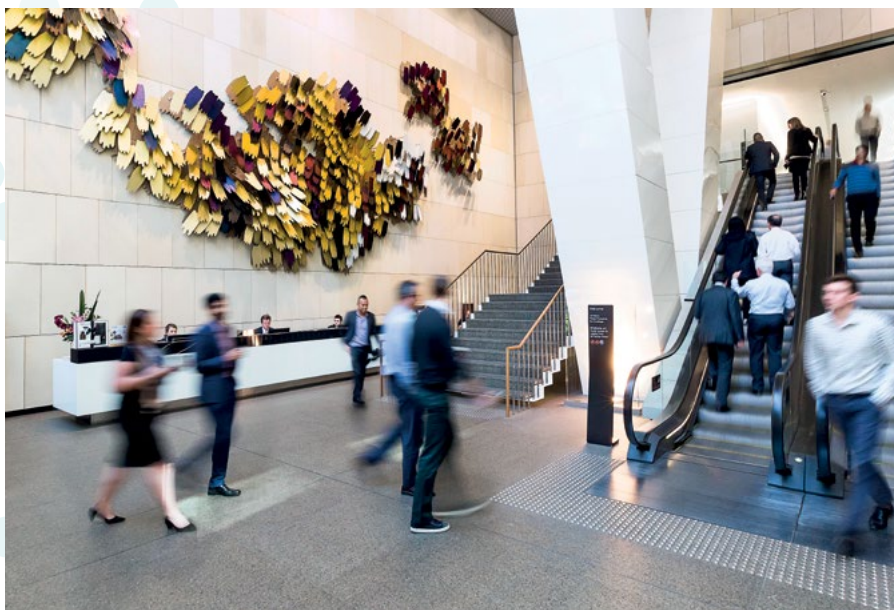
Investa is Australia's largest unlisted manager of prime-grade, commercial office buildings. Our integrated real estate management platform manages assets worth in excess of AU\$12 billion. Investa currently owns or manages 36 assets throughout Australia and provides working spaces for over 850 companies.

With its thorough understanding of modern Australian workplaces, Investa strives to fulfil the potential of those who work in its buildings every day, by providing services and working environments 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, ensuring on-site staff can build strong relationships and provide top quality service to Investa's tenant customers. Investa currently employs 215 people across a range of departments, including real estate operations, real estate services, funds management, commercial development, research, sustainability, marketing, IT, finance, human resources, legal and support services.



Shen Chiu and Paul Vandervlis



“

Investa strives to fulfil the potential of those who work in its buildings every day, by providing services and working environments which put people first.

Sally Franklin,
Group Executive Real Estate Services
and Business Operations



Social Sustainability

Through our Active in the Community program, 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) L — R, Timothy Ingate, Brendan Looby, Amanda Valentini, Alan Champion, Jay O'Neill. Front row, Kaedla Hutchings, Jason Leong. The photo is taken at Triple Care Farm.



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. One Investa employee currently identifies as Aboriginal and we are committed to improving this to better reflect our communities.

(Above) Hugh Irving, Jennifer Relunia

Our Vision

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 staff 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 close the considerable gap between Aboriginal and Torres Strait Islander peoples and all other Australians.

Investa is at the very beginning of our reconciliation journey and looks forward to the path ahead. A critical part of this is promoting trust and building rapport through respectful and mutually beneficial relationships, alongside championing diversity and inclusion in our workplaces, reflective of our communities.

An important first step will be the inclusion of a Welcome to Country or Acknowledgement of Country at all significant and/or large internal and external events. Investa was honoured to host the Chair of the Metropolitan Local Aboriginal Land Council at the 2018 End of Year Conference. The Chair provided a Welcome to Country to commence the conference and presented to staff regarding the introduction of our RAP. This was well-received by staff and we are looking forward to taking our next steps in the journey ahead.

Our Investa Reconciliation Action Plan: an overview

- Build respectful, mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples
- Raise internal and external awareness of our RAP and commitment to reconciliation
- Elevate our employees' knowledge and understanding of First Nations' cultures
- Actively acknowledge and recognise Aboriginal and Torres Strait Islander cultures and dates of significance
- Explore opportunities for Aboriginal and Torres Strait Islander employment, procurement, training and community involvement
- Hold ourselves accountable for tracking progress towards our reconciliation goals.



Welcome to Country and Smoking Ceremony at Barrack Place launch.

Engagement Process and Stakeholders

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

With executive level support from RAP champions CEO, Jonathan Callaghan, Head of Investment Management, Penny Ransom and Group Executive People & Culture, Amy Wild, Investa looks forward to building and maintaining a long-lasting and genuine working relationship with Reconciliation Australia to have a meaningful impact and contribution towards a reconciled Australia.

Investa's internal Diversity Committee is responsible for fostering an inclusive culture and celebrating diversity in all its forms. The Committee is chaired by the CEO and includes staff and management representatives from across the business, focusing on important issues including gender diversity, multicultural inclusion and supporting the LGBTI+ community. In late 2017, the Diversity Committee identified the need to focus specifically on inclusion of Aboriginal and Torres Strait Islander peoples at Investa.

Committed to actively contributing to the issue of reconciliation, the Diversity Committee created a RAP Working Group in January 2018. Representation is comprised of volunteer staff members, including a new employee whom had previously been involved in a RAP at their previous organisation. Since then, the RAP Working Group have engaged the wider business, presenting to the Executive Committee and ensuring their ownership and involvement in the process. The Group is looking forward to driving engagement across the whole organisation in reconciling with our Aboriginal and Torres Strait Islander peers and the Aboriginal and Torres Strait Islander community.

Investa is committed to building a strong relationship with the Aboriginal and Torres Strait Islander community and plans to identify opportunities and initiatives to work with Aboriginal and Torres Strait Islander peoples and organisations. Whilst Investa's journey is just beginning, some steps have been taken, including cultural awareness training, which is being delivered in August 2019.



Jason Leong, ICPF Fund Manager, Nina James, GM Corporate Sustainability, Rory Loneragan, Clean Energy Finance Corporation



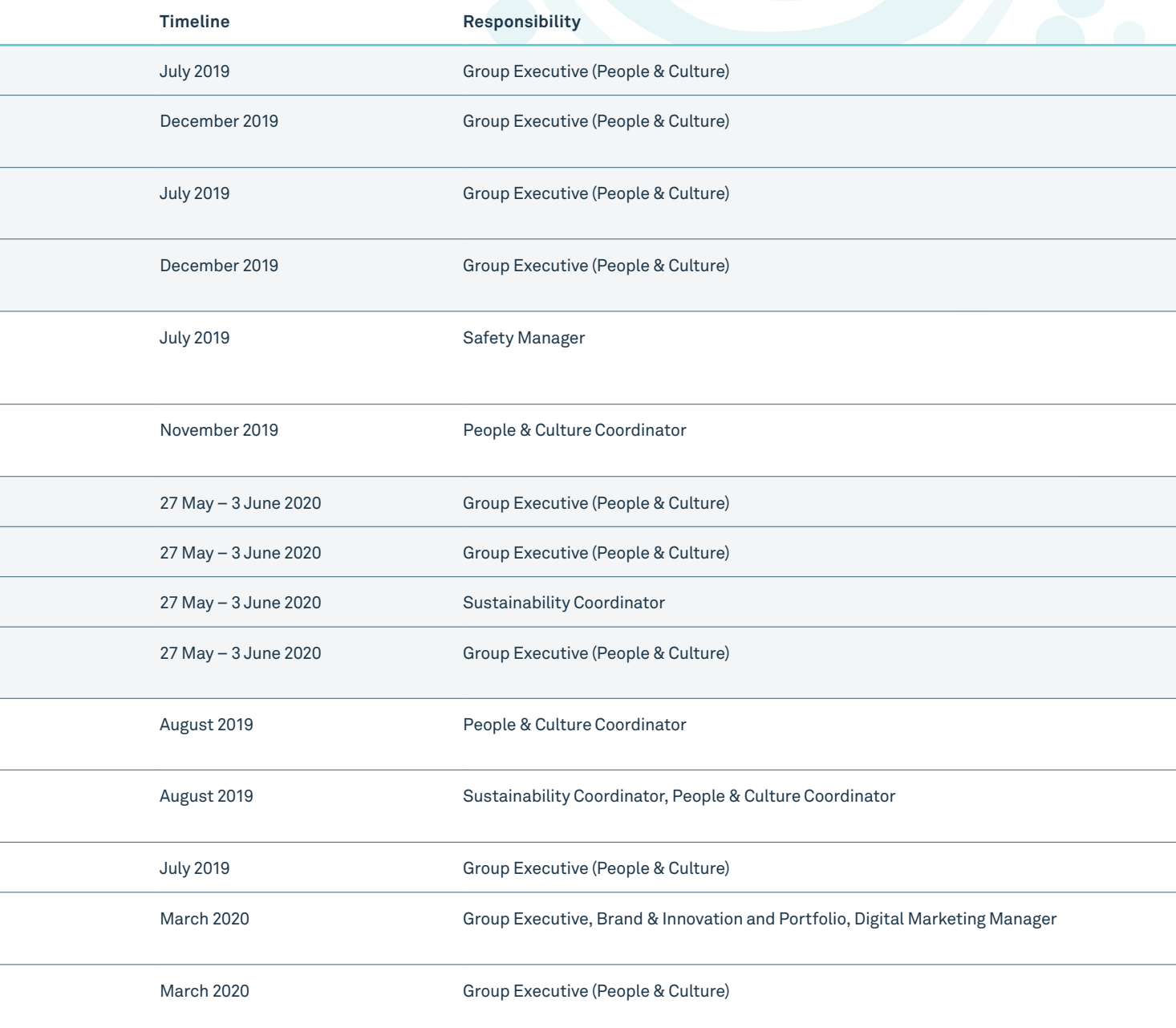
Investa looks forward to building and maintaining a long-lasting and genuine working relationship with Reconciliation Australia to have a meaningful impact and contribution towards a reconciled Australia.

Amy Wild,
Group Executive, People and Culture

Relationships

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.

Action	Deliverables
1. The RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	The RAP Working Group will drive the development, endorsement and launch of the RAP.
	The RAP Working Group will ensure Aboriginal and Torres Strait Islander peoples are ongoingly represented on the RAP Working Group.
	The RAP Working Group will meet at least 4 times each year to monitor and report on RAP implementation.
	The RAP Working Group will proactively identify and discuss any future opportunities and relationships to be included in the scope of the RAP.
2. Build Internal and external relationships.	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.
	Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.
3. Participate in and celebrate National Reconciliation Week (NRW).	Encourage our staff to attend a NRW event.
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.
	Host an internal event that is educational and interactive to mark NRW and encourage staff to attend (e.g. Aboriginal cooking demonstration).
4. Raise internal and external awareness of our RAP.	Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments.
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.
	Continue to engage our senior leaders in the delivery of RAP outcomes.
	Raise external awareness of our RAP through engagement with our tenants and promoting events within the tenant community.
	Share RAP learnings with Investa customers/tenants to encourage other organisations to commence their RAP journey.



Timeline	Responsibility
July 2019	Group Executive (People & Culture)
December 2019	Group Executive (People & Culture)
July 2019	Group Executive (People & Culture)
December 2019	Group Executive (People & Culture)
July 2019	Safety Manager
November 2019	People & Culture Coordinator
27 May – 3 June 2020	Group Executive (People & Culture)
27 May – 3 June 2020	Group Executive (People & Culture)
27 May – 3 June 2020	Sustainability Coordinator
27 May – 3 June 2020	Group Executive (People & Culture)
August 2019	People & Culture Coordinator
August 2019	Sustainability Coordinator, People & Culture Coordinator
July 2019	Group Executive (People & Culture)
March 2020	Group Executive, Brand & Innovation and Portfolio, Digital Marketing Manager
March 2020	Group Executive (People & Culture)

Respect

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.

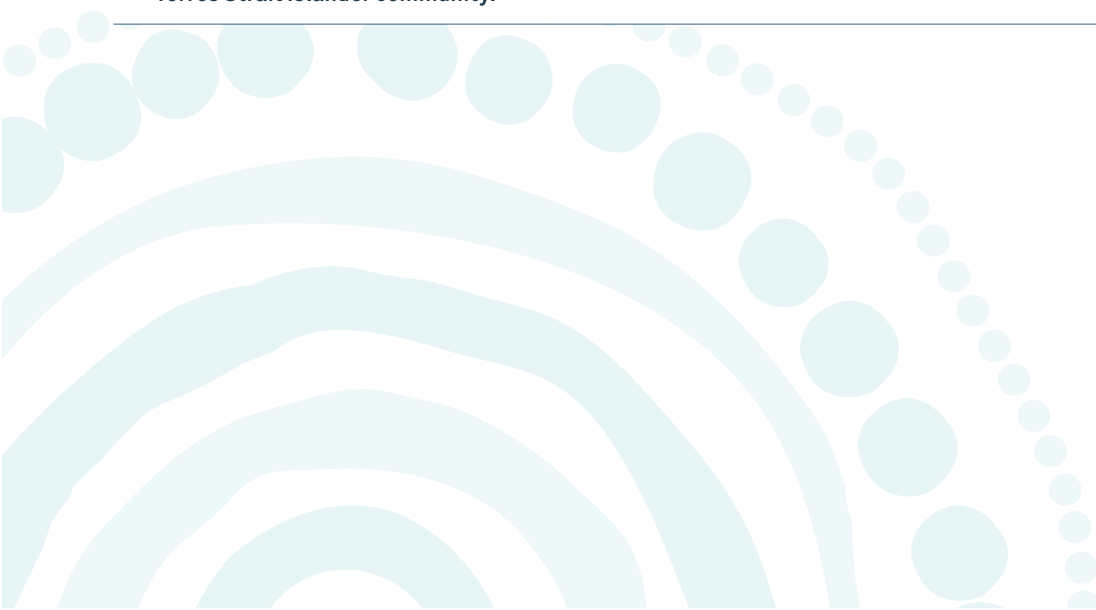
Action	Deliverables
5. Investigate Aboriginal and Torres Strait Islander cultural learning and development.	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.
	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.
	Conduct a review of cultural awareness training needs within our organisation.
	Engage with a well-respected Aboriginal and/or Torres Strait Islander organisation or consultant to deliver cultural awareness training.
	Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool.
6. Participate in and celebrate NAIDOC Week.	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.
	Introduce our staff to NAIDOC Week by promoting community events in our local area.
	Ensure our RAP Working Group participates in an external NAIDOC Week event.
	In consultation with Aboriginal and Torres Strait Islander peoples hold an internal NAIDOC Week event.
7. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols.	Explore who the Traditional Owners are of the lands and waters in our local area.
	Develop a protocol/policy around use of Welcome to Country/Acknowledgement of Country at Investa events.
	Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence.
	Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).
8. Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance.	Add Aboriginal and Torres Strait Islander dates of significance to internal calendars (Diversity, People & Culture calendar).
	Promote local community events recognising these dates of significance to staff.

Timeline	Responsibility
July 2020	People & Culture Coordinator
January 2020	People & Culture Coordinator, Sustainability Coordinator
August 2019	Head of Treasury & Corporate Planning, Group Executive (People & Culture)
August 2019	Group Executive (People & Culture), People & Culture Coordinator
October 2019	People & Culture Coordinator
First week in July 2019 and July 2020	People & Culture Coordinator
July 2019 and July 2020	Head of Treasury & Corporate Planning, Group Executive (People & Culture)
July 2019 and July 2020	Group Executive (People & Culture)
July 2019 and July 2020	Group Executive (People & Culture)
November 2020	Regional Portfolio Manager (QLD), Group Executive (People & Culture)
August 2019	Business Support, Real Estate Operations
January 2020	Regional Portfolio Manager (QLD), People & Culture Coordinator
July 2019	Group Executive (People & Culture)
October 2019	People & Culture Coordinator
November 2019	People & Culture Coordinator

Opportunities

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.

Action	Deliverables
9. Investigate Aboriginal and Torres Strait Islander employment.	<p>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</p> <p>Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities.</p> <p>Explore partnership with a recruitment agency targeting Aboriginal and Torres Strait Islander talent.</p>
10. Investigate Aboriginal and Torres Strait Islander supplier diversity.	<p>Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.</p> <p>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</p> <p>Investigate opportunities to leverage Investa's reach as a landlord to support Aboriginal and Torres Strait Islander businesses.</p> <p>Investigate opportunities to become a member of Supply Nation.</p>
11. Investigate opportunities to support Aboriginal and Torres Strait Islander students.	<p>Explore and support work experience opportunities / internships for Aboriginal and Torres Strait Islander students.</p> <p>Investigate opportunities for Investa staff to mentor or support Aboriginal and Torres Strait Islander students or trainees (e.g. AIME mentoring, National Indigenous Culinary Institute).</p>
12. Investigate opportunities to support the local Aboriginal and Torres Strait Islander community.	<p>Investigate volunteering opportunities with the local Aboriginal and Torres Strait Islander community as part of Active in the Community program.</p>



Timeline	Responsibility
January 2020	Group Talent Manager
December 2019	Group Talent Manager
March 2020	Group Talent Manager
December 2019	Project & Procurement Manager
February 2020	Manager, Operational Procurement and Facilities Services and Project & Procurement Manager
March 2020	National Head of Asset Management & Regional Portfolio Manager Brisbane
January 2020	People & Culture Coordinator
February 2020	Group Talent Manager
February 2020	Sustainability Coordinator
November 2019	Team Assistant (QLD), General Manager Research & Strategy (VIC) and Group Executive People & Culture (NSW)

Governance and Tracking Progress

Investa has set clear actions, timelines and targets to hold ourselves accountable to achieving our reconciliation goals. Key to this is driving the engagement of our employees with our RAP now and into the future.

Action	Deliverables
13. Build support for the RAP.	Define resource needs for RAP development and implementation.
	Define systems and capability needs to track, measure and report on RAP activities.
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.
14. Review and Refresh RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.
	Submit draft RAP to Reconciliation Australia for review.
	Submit draft RAP to Reconciliation Australia for formal endorsement.
15. Investigate the relationship Investa employees have with the Investa RAP.	Measure Investa employees' initial understanding of what the Reflect RAP is and why Investa has engaged in a RAP.
	Measure Investa Staff understanding of what the RAP is and why Investa is making a long-term commitment to an on-going Reconciliation Action Plan.

Timeline	Responsibility
November 2019	Safety Manager
November 2019	Safety Manager
June 2020	Group Executive (People & Culture)
March 2020	People & Culture Coordinator
April 2020	Sustainability Coordinator
June 2020	Group Executive (People & Culture)
November 2019	People & Culture Coordinator, Sustainability Coordinator
June 2020	People & Culture Coordinator, Sustainability Coordinator

We enable Australian
work life to *thrive*.
For all communities.
Today, tomorrow
and *beyond*.

For specific enquires or
questions regarding the Investa
Reconciliation Action Plan,
please contact Amy Wild (Group
Executive, People & Culture)

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A Journey of Evolution

Acrylic on bloodwood. Created from Gamilaroi Country 2019. Artist Allan McKenzie, refer to page 3 for more information.



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