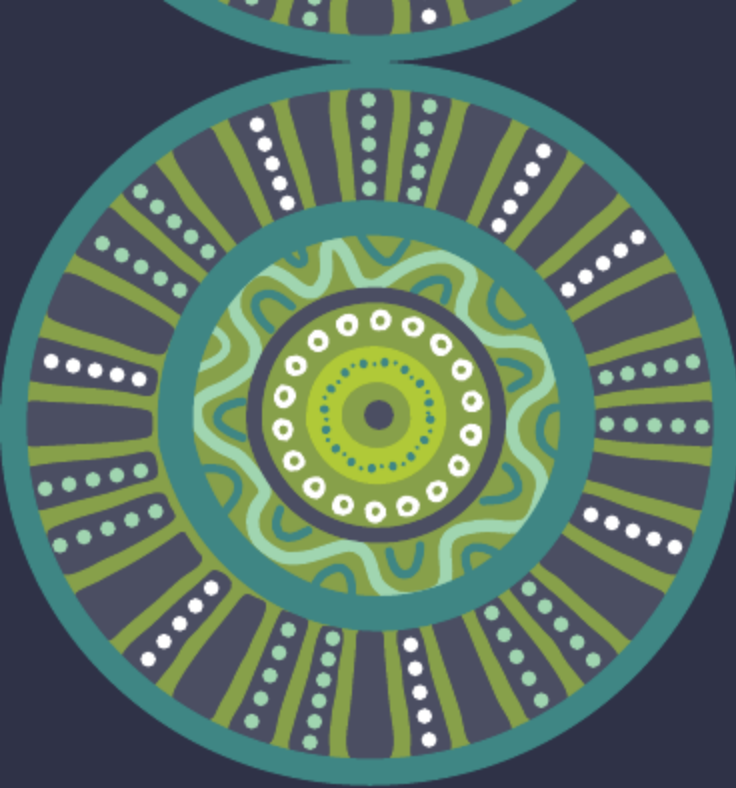


Innovate Reconciliation Action Plan





Acknowledgment Of Country

We acknowledge Aboriginal and Torres Strait Islander peoples as the First peoples of this continent. We recognise their continuing connection to these lands, waters and skies, and their view of the built environment as a living and evolving extension of Country. As the first architects, engineers and builders, we acknowledge the Wurundjeri Kulin, Gadigal Eora, Turrbal Jagera and Whadjuk Noongar peoples as the Traditional Owners of the lands where we work, and extend this to all the Traditional Owners across Australia. We pay our respects to their Elders; past, present and emerging.

Contents

Statement from CEO of Reconciliation Australia	3
Our business	4
Our RAP	5
Relationships	7
Respect	10
Opportunities	12
Governance	14



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Inhabit Australasia 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 Inhabit Australasia 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, Inhabit Australasia 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Inhabit Australasia is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Inhabit Australasia 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 Inhabit Australasia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Statement from Wayne Sanderson

Regional Director | Facades and Sustainability
ANZ | Buildings (Inhabit)

We are passionate, design-led engineering specialists, who provide technical solutions that thoughtfully and creatively contribute to better quality lives, now and for the future. We acknowledge Aboriginal and Torres Strait Islander peoples as the first architects, engineers and builders, and wish to continue to deepen our knowledge of their connection to the lands, waters and skies and their view of the built environment as a living and evolving extension of Country.

Our people are located in offices set on the Wurundjeri Kulin, Gadigal Eora, Turrbal Jagera and Whadjuk Noongar Traditional lands. We have 85 people across Australia, with no staff identifying themselves as Aboriginal and Torres Strait Islander People. Fostering relationships with local traditional owners is therefore core to our reconciliation process. Our global operation is predominantly in Australasia and Asia with a growing presence in Europe and the Middle East.

The strength of our sphere of influence lies predominantly in our ability to support Aboriginal and Torres Strait Islander business through our procurement strategy and supporting youth educational initiatives. Immersing our staff in cultural celebrations and educational opportunities is also fundamental to our influence. Our impact has also recently been extended to our parent company Egis, with the opportunity to support them as they embark on their reconciliation journey.

RAP Working Group Members

Elissa Stirling

RAP Champion, Regional Manager Victoria

Wayne Sanderson

Director Australia New Zealand

Mary Riekert

Communications Manager

Sonal Chatterjee

People and
Engagement Advisor

Neil Kendrick

Regional Manager
New South Wales

Felicity Shallcross

Senior Consultant

Joel Paynter

Senior Consultant

Samantha Anderson

Associate

Gemma Ambrosio

Associate

Lisa Bianchi

Façade Engineer

Representative from KARI Foundation

Our RAP

A just and equitable Australia is key to a future in Australia that is free and harmonious.

We believe that it is our role as an organisation that promotes our commitment to thoughtfully and creatively contribute to better quality lives now and in the future, to put reconciliation with Aboriginal and Torres Strait Islander peoples at its heart.

Our work directly impacts the quality of the built environment that we develop as a society. It is important for us to recognise and learn about the heritage, culture and contribution of our nation's First People's contribution to our built environment. Their engineering and land management has underpinned the longest continuous culture on earth, and our RAP allows us to educate ourselves to reflect their values in modern ways and honour their sustainable methods of living.

Our RAP Working Group comprises of representatives from our office locations across Australia, who are responsible for implementing and actioning our Innovate RAP. An external First Nations consultant has been engaged to assist and provide guidance in actioning our RAP.

RAP Champion

Elissa Stirling
Regional Manager Victoria

Change

By taking time to reflect on Reconciliation, Inhabit was able to implement a number of changes to the day-to-day company business. Following Cultural Competency training with KARI, a First Nations not-for-profit organisation, the RAP Working Group wrote and published an Acknowledgment of Country with special regard to the first architects, engineers and builders of the lands where we work across Australia. This Acknowledgment is now given at the start of meetings or events at Inhabit. Inhabit also changed its procurement processes to source products from First Nations suppliers where possible, verifying First Nations businesses with Supply Nation.



Learnings

Reflection, especially on our sphere of influence, gave Inhabit some insights into the obstacles and hardships many Aboriginal and Torres Strait Islander students must overcome to complete their education. It was the Working Group's intention to encourage Aboriginal and Torres Strait Islander students to take up tertiary studies in STEM subjects (Science, Engineering, Technology and Mathematics) as these are relevant to engineering and architecture and qualifications in these subjects could lead to employment opportunities at Inhabit.

When the RAP Working Group researched how this could be done, we learned that systemic problems within the Australian education system meant a disproportionately low number of Aboriginal and Torres Strait Islander students completed their secondary schooling, let alone gained entry to tertiary study. Our focus needed to shift to assisting younger students as they progressed through their education.

To this end Inhabit has engaged with Deadly Coders, a community-managed not-for-profit organisation that promotes learning and career pathways in STEM to Aboriginal and Torres Strait Islander primary and secondary students across Australia.

Looking forward – stronger together

By taking time to reflect on Reconciliation, Inhabit was able to implement a number of changes to the day-to-day company business. Following Cultural Competency training with KARI, an First Nations not-for-profit organisation, the RAP Working Group wrote and published an Acknowledgment of Country with special regard to the first architects, engineers and builders of the lands where we work across Australia. This Acknowledgment is now given at the start of meetings or events at Inhabit. Inhabit also changed its procurement processes to source products from First Nations suppliers where possible, verifying First Nations businesses with Supply Nation.



Relationships

Relationships are fundamental to Inhabit, and at the heart of all the work we do. We are a team who value trusting and respectful relationships in the Australian building industry, to provide exemplary buildings for all our communities. As creative, agile and compassionate building professionals we value diversity of input, and the inclusion of many viewpoints in the design process. We work in four distinct regions across Australia, as well as internationally.

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to Inhabit, and to our core business activities. It is also a positive strategy to develop our industry and community leadership culture. As a leader in our field, welcoming Aboriginal and Torres Strait Islander peoples to build a sense of belonging with all Australians thus enriches our work culture. Inhabit has much to learn from the rich cultural and spiritual heritage of First Nations peoples, both creatively and personally. First Nations peoples have much to teach us about working collaboratively in community.

We understand the dignity of every person, and that all of us are interconnected, including with our environment. As we listen and learn from each other, our vision is to encourage partnerships which connect people and enable them to share experiences. Relationships are at the core of education and are the key to respecting cultural differences to improve engagement and communication nuance. In a post-Referendum Australia, Inhabit appreciates that systemic change takes time, and that strengthening relationships with our Aboriginal and Torres Strait Islander partners will benefit us all.

Focus area:

Engagement. We can't progress in isolation. Local engagement provides opportunities to listen and learn.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February, 2027	Relationships RAP Working Group Lead (one rep. each state)
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July, 2025	Relationships RAP Working Group Lead (one rep. each state)
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	January 2026, 2027	RAP Champion
	RAP Working Group members to participate in an external NRW event.	May 2025, 2026	RAP Champion
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2025, 2026	RAP Working Group (one rep. each state)
	Organise at least one NRW event each year.	27 May- 3 June, 2025, 2026	RAP Working Group (one rep. each state)
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May- 3 June, 2025, 2026	RAP Working Group (one rep. each state)

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2025	Relationships RAP Working Group Lead (one rep. each state)
	Communicate our commitment to reconciliation publicly.	June – July 2025 June – July 2026	RAP Champion Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	April 2026	Relationships RAP Working Group Lead (one rep. each state)
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	January 2027	Relationships RAP Working Group Lead (one rep. each state)
	Meet with Aimee Walker to share our experiences and learn from New Zealand's approach to broaden our approach to reconciliation.	July 2025	Egis RAP Advisor
	Provide ongoing support to Egis RAP team to help support and provide lessons learnt from our journey so far.	January 2026, March 2027	Egis RAP Advisor
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2026	People and Engagement Advisor
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	January 2026	People and Engagement Advisor
	Engage and remunerate Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2026	RAP Champion People and Engagement Advisor
	Educate senior leaders on the effects of racism.	January 2026	People and Engagement Advisor



Respect

Central to Inhabit's vision is respecting and contributing to our communities. We believe strengthening our connection with Aboriginal and Torres Strait Islander communities will lead to a better awareness and deepen our respect for Aboriginal and Torres Strait Islander people and the Australian landscape.

A deeper respect and appreciation for First Nations culture will help give context to Inhabit's work in the Australian built environment and help shape the identity of our projects and their impact to a more harmonious outcome. We will work towards promoting the RAP group's causes and activities to the wider employee group to give all our employees the opportunity to formalise their understanding of the full environmental context in which our work takes place so that a holistic respect can inform design decisions and outcomes. This process will ultimately lead to a more culturally safe and enlightened working environment to welcome future Aboriginal and Torres Strait Islander employees.

Having a greater respect for Aboriginal and Torres Strait Islander peoples and culture will be crucial in leading to a more reconciled Australian identity for our staff and our projects. We wish for this to lead to an internal working environment that can safely incorporate and facilitate Aboriginal and Torres Strait Islander peoples and culture within the business.

Focus area:

Respecting people, the culture and learning how to improve modern construction to nurture the natural environment.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	August 2025	Respect Lead
	Engage and remunerate local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	May 2025	Respect Lead
	Develop, implement, and communicate a cultural learning strategy document for our staff.	November 2025	Respect Lead
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2025	Director Australia New Zealand
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025	Communications Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2026	Communications Manager
	Invite and remunerate a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2025	Director Australia New Zealand
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2025	Communications Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026	RAP Working Group
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2025	People and Engagement Advisor
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025, 2026	Communications Manager



Opportunities

Our focus will be on supporting programmes that help increase representation of Aboriginal and Torres Strait Islander people in STEM subjects at school, university placements and in time, lead to the opportunity to provide internship programmes. Through this engagement and participation, our staff will develop a better understanding of cultural nuances, so that we can improve our workplace setting and policies that will allow us to improve employee outcomes.

Alongside this, procurement opportunities allow us to support Aboriginal and Torres Strait Islander businesses while providing our staff's ongoing business needs.

Focus area:

Always be willing to learn, reflect and act.

Action	Deliverable	Timeline	Responsibility
8. Promote the built environment as a living and evolving extension of Country.	Be a voice for the stories of the buildings we are working on; listen, compile and share First Nations' stories of innovation and sustainability with our Clients and Partners.	November 2025	Opportunities Lead
	Strive to incorporate First Nations design principles and wisdom into our projects, by collaborating with Aboriginal communities as part of façade design projects.	August 2026	Opportunities Lead
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2025	People and Engagement Advisor
	Engage and remunerate Aboriginal and Torres Strait Islander staff or RAP Working Group representative to consult on our recruitment, retention and professional development strategy.	August 2025	People and Engagement Advisor
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2025	People and Engagement Advisor
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August 2026	People and Engagement Advisor
	Use language in job vacancies to directly encourage Aboriginal and Torres Strait Islander peoples to apply.	December 2025	People and Engagement Advisor
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2026	People and Engagement Advisor
	Reach out to Universities to check if they have any students / department that caters to Aboriginal and Torres Strait Islander Students and explore options to collaborate.	December 2025	People and Engagement Advisor
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy with parent company (Egis).	August 2025	Director Australia New Zealand
	Develop and communicate opportunities for procurement of goods and services from verified Aboriginal and Torres Strait Islander businesses to staff.	August 2025	Communications Manager
	Review and update procurement practices to remove barriers to procuring goods and services from verified Aboriginal and Torres Strait Islander businesses.	August 2025	Director Australia New Zealand
	Develop commercial relationships with verified Aboriginal and/or Torres Strait Islander businesses.	August 2025	RAP Champion, Regional Director ANZ
	Investigate Supply Nation Membership	December 2025	Opportunities Lead



Governance

Success is underpinned by good governance. Establishing a clear and well-defined RAP governance structure and process, ensures all stakeholders will benefit from the work we do, and that we maximise our capacity to achieve our goals.

Focus area:

Acting with integrity is foundational to an ethical and respectful community.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2025	People and Engagement Advisor Director Australia New Zealand RAP Champion
	Establish and apply a Terms of Reference for the RWG.	May 2025	RAP Champion
	Meet at least four times per year to drive and monitor RAP implementation.	May, November 2025, May, November 2026	RAP Champion
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2025 September 2026	RAP Champion
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2025	Director Australia New Zealand
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2025 March 2027	RAP Champion
	Appoint and maintain an internal RAP Champion from senior management.	May 2025	Director Australia New Zealand

12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	RAP Champion
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	RAP Champion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Champion
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly September 2024 – end June 2026	RAP Champion
	Publicly report our RAP achievements, challenges and learnings, annually.	Annually end June 2025 end June 2026	Regional Director ANZ, RAP Champion, Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	December 2024	RAP Working Group
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	RAP Working Group

13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	RAP Champion
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RAP Champion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Champion
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly March 2025 June 2025 September 2025 December 2025 March 2026 June 2026	RAP Champion
	Publicly report our RAP achievements, challenges and learnings, annually.	June 2025, 2026	Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	RAP Champion
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	RAP Champion
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2026	RAP Champion

