

ive

# Reflect Reconciliation Action Plan

October 2025 – April 2027



IVE Group and its people acknowledge the Traditional Owners of the land on which we meet every day. We pay our respect to the people, the cultures and the Elders past and present.





## > About the artwork

### "Weaving the Way Forward" by Nanii Davies

*Weaving the Way Forward* is a vibrant celebration of the heart and soul of IVE Group - a tapestry of community, connection and shared purpose. The artwork honours the creativity, vision and courage of the people who shaped IVE from its earliest days to its modern presence. Each element in the painting reflects the collective spirit that continues to guide the organisation: people coming together, ideas evolving, and pathways being made through collaboration, care and innovation.

The artwork represents IVE Group's journey from its humble origins to its strong, diverse and forward-moving present. The green directional pathways symbolise momentum, guiding ideas and people forward with clarity and purpose. The campfires highlight the diverse teams and individuals who bring their skills, craftsmanship and passion into the organisation - each contributing their own spark to the wider story. The grey community figures acknowledge the early days of newspaper printing and the local communities who shaped IVE's identity and still benefit from its services today.

At the centre, the artwork pays tribute to founder Oscar Selig, shown with his tool in hand and surrounded by the first individuals who supported his vision. This central campfire is the anchor of the entire piece - a reminder that IVE's long and successful journey began with one man's commitment to communication, craftsmanship and community connection. His legacy continues to ripple outward through every project, partnership and innovation the organisation embraces today.

As a whole, *Weaving the Way Forward* honours where IVE Group has come from, celebrates who they are now, and reflects the bright pathways they continue to build for the future. The harmonious, uplifting colour palette speaks to diversity, creativity and the richness of shared storytelling. Every line, dot and brushstroke acknowledges the people - past and present - who weave their energy into IVE's evolving story, creating a connected future grounded in purpose, innovation and community.

# > About the artist

## Natalie "Nanii" Davies

Natalie, known as Nanii to her family, is a proud Wiradjuri woman living on Darkinjung Country on the east coast of Australia, and her totem is the crow. Raised in a home filled with music, making and storytelling, Nanii's creativity was shaped early by her parents' love of craft and the connection between music, mathematics and art.

Her work reflects a deep connection to Country, land, water and animals, and blends contemporary Aboriginal design with calming geometric repetition through dots, circles, lines and ovals. Inspired by family and the teachings passed down by her parents and grandparents, Nanii creates to share story, celebrate culture, and be a strong role model for the kids in her community.



## > Message from IVE's Managing Director

I'm proud to introduce IVE Group's Reflect Reconciliation Action Plan - an important step in our commitment to Reconciliation.

Connection, care and collaboration are at the heart of everything we do at IVE. These principles guide our actions—not just in business, but also in our responsibility to our people, communities, and the environment.

Our Sustainability Strategy reflects this commitment by outlining the steps we're taking toward a brighter, fairer, and more sustainable future. Reconciliation is a strong focus within this strategy, shaping our vision for a fairer, more inclusive tomorrow.

We recognise the role we play and the power of our voice in advocating for meaningful change. The actions in this Reflect Reconciliation Action Plan mark the beginning of this journey - some steps are already in motion, while others will take shape in the months ahead.

Genuine progress comes from listening, learning, and taking meaningful action. By fostering respect, inclusion, and shared prosperity with Aboriginal and Torres Strait Islander peoples, we help build a better future for all.



**Matt Aitken**

Managing Director

IVE Group

## > Message from IVE's Chair of the RAP Committee

Thank you for taking the time to read and understand about this Reconciliation Action Plan (RAP) journey that IVE is embarking on. We want the journey to be easy, fun and thoughtful, not a chore in your already busy life. Just a cool thing to be part of.

### Why are we doing this?

Story telling is a huge part of indigenous culture and it's the original way of learning and passing on tradition. I ask for a few minutes from my peers and more importantly my friends to hear a story. **Yaama Maliyaa** - this is "hello friend" in Kamilaroi. The first time I heard this greeting outside of my family, of the Kamilaroi, was last year. It's because of learning, listening and reconciliation that the Youtubes and the kids have picked this up.

A new found pride. I have attended meetings where Supply Nation friends have greeted me like this. It physically took me aback, to hear your own language in your own country for the first time. I struggle to think of anywhere else this is the case. So beautiful to hear.

At IVE, we are embarking on our reconciliation journey. Formally I would say, but personally, I have been overwhelmed by your response to some of my Acknowledgment of Country so I feel like we have been on the way for some time. The most I could ask from this opportunity is individual change (people have said to me that I have changed their mind, I think it's brave to admit and ponder voting no, in the Voice to Parliament Referendum, and then to say it out loud, to me) and to show a kindness that you would go home and talk to your kids about. That's all I'm asking.

### So, what is reconciliation in this context?

It's a process focused on strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, acknowledging past injustices, and working towards a just and equitable future for all. This process is inclusive of non-indigenous people. I think that its important to remember, we are in this together, you have a voice and can make change.

### And, what is Equity?

Recognising that we all bring different skills and backgrounds to what we do, and that people may need different types of support to succeed - we take this into account giving everyone opportunity, regardless of background or circumstances.

As a woman in print, for nearly 30 years in a male dominated industry, I have seen incredible improvements since I started this journey, for women, for equality in marriage choice and in inclusion and diversity. I have seen really good men make change when they had the power, so that they could let someone else be powerful. This is worth recognising, there is more strength in lifting others up than elevating yourself. And they didn't have to. And because they did, I have loved my time. I feel part of something and I feel proud of us.

Thank you for listening to me, and please reach out any time to talk, about anything. Nothing is off the table, we are just trying to reconcile. **Yaluu**, (this is farewell), however this has another meaning, it also means "**again**".

See you all again!



**Sarah Katsidis**

General Manager, Chair of the RAP committee  
and proud Kamilaroi woman

IVE Group

## > Statement from CEO of Reconciliation Australia

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

IVE 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 over 5.5 million people now working or studying in an organisation with a RAP.

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

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

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

Congratulations IVE, 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

**> Since 1921, IVE has grown through the dedication of our people and the trust of our clients. Through organic growth and smart acquisitions, we've become Australia's largest and most diversified marketing company, delivering end-to-end solutions that help clients connect with their audiences in meaningful and measurable ways.**



## We offer a broad range of services, from creative and content solutions to data-driven personalised marketing, e-commerce performance improvements through our Lasoo marketplace, and brand activations.

**Our expertise spans print, packaging, merchandise, apparel, and third-party logistics and distribution. We tailor these services to drive engagement, helping our clients achieve their goals across every stage of the customer journey.**

At IVE, connection is at the core of what we do—not just between brands and customers but within our teams and the communities we’re a part of. We show up every day with empathy, compassion and respect, creating a culture of trust and inclusion, that drives us forward.

We know the world has complex problems to solve, from climate change, to reducing how we consume resources, to equitable and inclusive societies, and we want to be part of the solution. Our Sustainability Strategy, launched in 2023, reflects our commitment to a more sustainable future. We focus on reducing our environmental footprint, running responsible operations and supply chains, and helping customers meet their sustainability goals. We’re also committed to creating a safe, diverse, and inclusive workplace, opening up opportunities for underrepresented groups, supporting social enterprises, and making a positive impact in the communities we operate in.

Through our **Innovative Customer Solutions** pillar, we’ve set a target to allocate 4% of our addressable supply chain spend to social suppliers, including First Nations enterprises, through a structured social procurement framework.

Under our **People and Community** pillar, we’re focused on creating opportunities for diverse talent, including First Nations Australians, culturally and linguistically diverse (CALD) individuals, young people, people with disabilities, and older Australians.

We operate across 31 sites—29 in Australia, 1 in China, and 1 in New Zealand. Our team of over 2,000 talented people bring diverse experiences and skills that drive innovation and collaboration. As of 31 December 2024, our workforce includes 1987 employees in Australia, 40 in New Zealand, 10 in China, 41 in the Philippines, and one team member in the USA.

As of November 2024, less than 1% of our Australian employees identified as Aboriginal or Torres Strait Islander peoples, based on our employee survey. We recognise that this is a starting point, and that meaningful impact comes from action, not just statistics. This is why we are taking a holistic approach to inclusion—from ensuring our recruitment processes are accessible, to fostering participation in cultural awareness initiatives, supporting volunteering, investing in career development, and building strong community partnerships - we want to create genuine and meaningful pathways for First Nations talent to thrive within IVE.

At IVE, we’re not about just delivering great marketing solutions—we’re about making meaningful impact too. The same principles that have driven us since the beginning still guide us today.

# > IVE's people and principles

**At IVE, we're a place of connection, collaboration, and belonging.**

**Our Principles underpin everything we do - we are Connected, we are Change Makers, we Care and we are a Collective.**

These Principles define how we show up every day, how we make decisions, and how we interact with the world around us. They've helped us navigate challenges, unlock new opportunities, and shape the way we work with one another and the communities we engage with.

This same commitment led us to partner with Reconciliation Australia. By acknowledging our shared history, listening to the voices of Aboriginal and Torres Strait Islander peoples, and working together to build stronger, more respectful relationships, this is a journey we're committed to, ensuring our Principles guide us every step of the way.

# > Our journey towards reconciliation: a commitment to people and communities

**At IVE, doing business responsibly has always been part of who we are. From the start, we've understood that how we engage with people—our employees, customers, suppliers, and communities—define our success.**

In 2023, as part of our sustainability commitment, we took a deeper look at our Environmental, Social, and Governance (ESG) responsibilities. Working with an external consultancy, we conducted a sustainability assessment, gathering insights from both internal and external stakeholders. This process gave us a clearer picture of our carbon footprint and supply chain risks. But more importantly, it reinforced something we've always

believed—the power of diversity and inclusion in creating real value for our communities.

Through this, we realised that while we had always strived to be inclusive, there was more we could do. We saw an opportunity to make sure that people of all backgrounds—regardless of gender, culture, or heritage—have equal access to opportunities within our business. And one area stood out as particularly important: our role in Australia's reconciliation journey.

In response, we developed and launched a comprehensive Sustainability Strategy built around three core pillars. One of these,

**People and Community**, reflects our deep commitment to reconciliation. We know that real progress means acknowledging the past, listening to Aboriginal and Torres Strait Islander people's voices, and taking tangible steps to create a future that is more inclusive and equitable for Aboriginal and Torres Strait Islander communities.

This journey isn't about ticking boxes or making statements—it's about action through learning, and meaningful engagement. As we move forward, we're committed to building stronger relationships, creating more opportunities, and playing our part in a more reconciled Australia.

## IVE's Reconciliation Action Plan (RAP) Committee

To implement our RAP, we have established a RAP Committee, with one member identifying as an Aboriginal and Torres Strait Islander person.

RAP Committee:

- RAP Executive Sponsor and Chief People & Sustainability Officer
- General Manager, Merchandise & Apparel (Chair)
- Head of Sustainability Programs
- Chief Marketing Officer
- Senior Human Resources Business Partner



## Building a brighter future

**Our sustainability strategy is built around a vision for a fair, inclusive, and sustainable future.**

A key part of this is IVE's Reflect RAP, which we're implementing with purpose, respect, and genuine collaboration. Rather than being a standalone initiative, it's embedded within our broader sustainability agenda, people and culture initiatives and daily operations, decision-making, and long-term goals.

By integrating reconciliation into everything we do, we're making it a natural part of our business.

## Diversity and inclusion

**At IVE, we are committed to fostering a workplace that is diverse, equitable, and inclusive—where every employee feels valued, safe, and empowered to be themselves.**

Through our Diversity, Equity & Inclusion Program, we focus on six key areas:

- Aboriginal and Torres Strait Islander Australians
- Gender equality and inclusion
- Cultural and linguistic diversity
- Intergenerational and mature-age workforce
- LGBTIQ+ inclusion
- Disability inclusion

We recognise that Aboriginal and Torres Strait Islander peoples hold a unique place as the First Peoples of Australia, with rich and diverse cultures, histories, and contributions. While this work is situated within our broader Diversity and Inclusion program for operational alignment, we are committed to ensuring it is guided by culturally appropriate practices and principles of reconciliation. As part of our commitment, we are actively exploring ways to increase employment and professional development opportunities for Aboriginal and Torres Strait Islander peoples, ensuring greater economic participation and career growth.



## Social procurement framework

**We've taken a dedicated approach to supporting First Nations businesses within our supply chain through our Social Procurement Framework, a core component of our Sustainability Strategy.**

By prioritising First Nations suppliers in key procurement categories, we aim to create meaningful and sustainable partnerships.

Since 2020, we've been a proud member of Supply Nation, reinforcing our commitment to commercial engagement with First Nations-owned businesses.

As of 31 Dec 2024, our cumulative spend\* with First Nations suppliers had reached \$1,985,266, demonstrating our focus on creating impact through procurement.

\*Cumulative spend is defined as the direct spend incurred with First Nations suppliers each year, from 2020 to the current year.

## IVE Works

**Launched in 2024, IVE Works formalises pathways into and within our business for underrepresented groups, including Aboriginal and Torres Strait Islander Australians, culturally and linguistically diverse (CALD) individuals, youth, people with disabilities, and older Australians.**

Through apprenticeships, cadetships, graduate programs, and targeted outreach initiatives—supported by strengthened partnerships with NGOs and social enterprises—we are actively identifying and creating opportunities to increase First Nations representation within our workforce.





## > At IVE, we've taken our first step in Australia's reconciliation journey, **through this Reflect RAP.**

This Reflect RAP outlines actions we have already taken, such as reviewing our HR policies, joining Supply Nation and continuing our membership year on year, and incorporating Aboriginal and Torres Strait Islander supplier diversity into our social procurement framework, as well as our ongoing commitment to building strong, authentic relationships with Aboriginal and Torres Strait Islander individuals, communities and businesses.

While some deliverables have already been actioned, we are committed to building on what we have achieved. The actions listed in this table outline what we have delivered to date, what we will continue to maintain, and the commitments we aim to implement moving forward.

Guided by Reconciliation Australia's framework, we've focused on four key themes: Relationships, Respect, Opportunities, and Governance.

# > Relationships

Action	Deliverable	Timeline	Responsibility
<b>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.	<b>Nov, 2025</b>	Head of Sustainability Programs
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<b>Nov, 2025</b>	Head of Sustainability Programs
	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	<b>May, 2026</b>	Chief Marketing Officer
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	RAP Working Group members to participate in an external NRW event.	<b>27 May- 3 June 2026</b>	General Manager, Merchandise & Apparel (Chair)
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	<b>27 May- 3 June 2026</b>	RAP Executive Sponsor and Chief People & Sustainability Officer

# > Relationships

Action	Deliverable	Timeline	Responsibility
<b>Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all staff.	<b>Oct, 2025</b>	RAP Executive Sponsor and Chief People & Sustainability Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	<b>Jan, 2026</b>	Chief Marketing Officer
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	<b>Jan, 2026</b>	Chief Marketing Officer
<b>Promote positive race relations through anti-discrimination strategies.</b>	Continuously monitor and integrate best practices and legislative requirements in race relations and anti-discrimination, including ongoing compliance with the Respect at Work Amendment Act 2021, into our standard Work, Health and Safety, and HR frameworks. The most recent update to this work was completed in October 2024.	<b>Oct, 2025</b>	Senior Human Resources Business Partner
	Conduct a regular review of existing HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	<b>Oct, 2025</b>	Senior Human Resources Business Partner

# > Respect

Action	Deliverable	Timeline	Responsibility
<b>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.	<b>Jan, 2026</b>	Head of Sustainability Programs
	Conduct a review of cultural learning needs within our organisation.	<b>Dec, 2025</b>	Senior Human Resources Business Partner
<b>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.	<b>May, 2026</b>	Head of Sustainability Programs
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	<b>June, 2026</b>	Chief Marketing Officer
<b>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.	<b>June, 2026</b>	Chief Marketing Officer
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	<b>June, 2026</b>	Chief Marketing Officer
	RAP Working Group to participate in an external NAIDOC Week event.	<b>First week in July 2026</b>	General Manager, Merchandise & Apparel (Chair)

# > Opportunities

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Implement and monitor progress of identified Aboriginal and Torres Strait Islander employment strategies through IVE Works program, and use findings and outcomes to inform our broader People and Culture strategy.	<b>June, 2026</b>	Senior Human Resources Business Partner
	Continue to build and monitor understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	<b>Dec, 2025</b>	Senior Human Resources Business Partner
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Inform and educate staff about our existing structured social procurement framework, and monitor ongoing opportunities to increase impact.	<b>Feb, 2026</b>	Head of Sustainability Programs
	Continue to maintain our Supply Nation membership, first established in 2020, as part of our ongoing commitment to supporting the economic participation of Aboriginal and Torres Strait Islander people through our supply chain.	<b>Jan, 2026</b>	General Manager, Merchandise & Apparel (Chair)

# > Governance

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Maintain a RWG to govern RAP implementation.	<b>Feb, 2027</b>	Head of Sustainability Programs
	Review Terms of Reference for the RWG .	<b>Mar, 2027</b>	Head of Sustainability Programs
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	<b>Feb, 2027</b>	Head of Sustainability Programs
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	<b>Dec, 2026</b>	Head of Sustainability Programs
	Engage senior leaders in the delivery of RAP commitments.	<b>Oct, 2025</b>	RAP Executive Sponsor and Chief People & Sustainability Officer
	Maintain a senior leader to champion our RAP internally.	<b>Feb, 2027</b>	General Manager, Merchandise & Apparel (Chair)
	Define appropriate systems and capability to track, measure and report on RAP commitments.	<b>Dec, 2025</b>	Head of Sustainability Programs

# > Governance

Action	Deliverable	Timeline	Responsibility
<p><b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b></p>	<p>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.</p>	<p><b>June, annually</b></p>	<p>Head of Sustainability Programs</p>
	<p>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</p>	<p><b>1 August, annually</b></p>	<p>Head of Sustainability Programs</p>
	<p>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</p>	<p><b>30 September, annually</b></p>	<p>Head of Sustainability Programs</p>
<p><b>Continue our reconciliation journey by developing our next RAP.</b></p>	<p>Register via Reconciliation Australia’s <a href="#">website</a> to begin developing our next RAP.</p>	<p><b>February, 2027</b></p>	<p>Head of Sustainability Programs</p>



The logo for 'ive' is centered on the page. The letter 'i' is a solid orange circle above a vertical orange bar. The letters 'v' and 'e' are a lighter orange color. The background is a dark blue with a repeating pattern of stylized, circular motifs in a slightly lighter shade of blue.

# ive

**Olivia Tyler**

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and RAP Executive Sponsor  
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