First Nations Reference Group Meeting
Agenda

Meeting Date:	1 September 2025
Start Time:	10.00am – 11.00am
Location:	Level 30, 420 George Street Sydney and Microsoft Teams
Attendees:	Liam Harte (chair), Narelle Anderson, Dylan Booth, John Evans, Amy Wild, Kristy Bartlet, Lara Hutcheson, Margot Black
Apologies:	Nil

Agenda

	Agenda Item		
1.	**Introduction**		
	1.1 **Acknowledgment of Country:** *"We acknowledge that we are joining you from Gadigal Country, and also acknowledge the Countries you are all joining us from today.* *We recognise all Traditional Custodians for their continuing connection to the land and waters and pay our respects to Elders past and present."*	Liam	**10.00am**
	1.2 Introduction to Investa and the RAP Working Group • Investa's RAP Working group will join for this portion.	Amy	
2.	**Matters for Discussion**		**10:15am**
	2.1 Meeting schedule and timeline for launch	Liam/Lara	
	2.2 Terms of Reference for the Advisory Group	Liam	
	2.3 Investa Draft Strategy Presentation	Amy	
3.	**Closure**		**11:00am**
4.	**Next Meeting** **TBC**		

Item	Discussion Points	Action	Owner	Status
2.1 Timeline	- Investa's aim is to launch the new strategy at Investa's end of year wrap on the 5th December. - Draft strategy will be tabled in today's meeting for feedback. Investa will then go document that strategy further for feedback at the next First Nations Reference Group meeting. - Second meeting to be held in last week of September followed by an out of session meeting in November to achieve final endorsement before strategy launch.	Investa to issue proposed meeting dates for September, November and December Launch.	**Lara**	
2.2 Terms of Reference	- Draft Terms of Reference (ToR) document issued along with the agenda. - FNRG asked to review the ToR and come back with any comments or shifts that individuals would like to be tabled.	- ToR to be reviewed by all. - ToR to be endorsed at the next FNRG meeting.	All	
2.3 Draft Strategy	- Amy Wild presented a Draft of the proposed First Nations Strategy. - John Evans commended on size and ambition. Ensure that nearer term milestones are included in the strategy. Investa agreed that nearer term milestones would be documented in the strategy. - Dylan Booth provided feedback that the first two pillars were good and that focus on economic impact (pillar 3) will be most impactful by focusing on procurement and supply chain opportunities. - Agreed that Investa review Pillar 3 – Community and look to blend items 1 and 2. - Narelle Anderson questions how Investa's is currently capturing data.	- Investa to document milestones in next version of the strategy. - Investa to review Pillar 3 Community in next version of strategy.	Amy Amy	

	- Investa has put in the ability for Indigenous business to nominate themselves when being set up as a supplier to capture direct spend. Indirect (through engagement of contractors) is reliant on self-nomination at present. - Agreed that financial data is easy to capture but intangible data is harder but often more insightful and impactful for indigenous business. Case studies such as on 360 Queen Street is an example of this. - Narelle/Dylan question Investa's current verification process for Indigenous businesses. Agreed that this will need to be thought through as we engage more in this sector.	- Investa to look into developing a case study on 360 Queen Street and review other opportunities. - Investa to review current process and what we will do moving forward.	Lara Margot	
2.4 Post Meeting Comment	- Investa has updated the Draft Strategy post meeting. We ask that all please review and provide comments. A link will be sent with these meeting minutes.	- All to review update draft strategy.	All	

Attachment A – Terms of Reference Document

Investa First Nations Reference Group - Draft Terms of Reference

1. Purpose

The First Nations Reference Group (FNRG) exists to provide independent, culturally informed advice to Investa on the design, delivery, and ongoing implementation of its First Nations Strategy. The group will help ensure Investa's policies, projects, and operations are aligned with the aspirations, cultures, rights, and priorities of Aboriginal and Torres Strait Islander peoples.

2. Objectives

The FNRG will:

- Advise on embedding First Nations perspectives in Investa's operations, governance, and developments.
- Support the delivery of commitments in Investa's future reconciliation initiatives through a First Nations Strategy.
- Provide guidance on governance, engagement, procurement, employment, cultural capability, and truth-telling initiatives.
- Review progress against agreed First Nations Strategy goals, KPIs, and indicators of success.
- Help Investa develop meaningful and respectful partnerships with First Nations communities, businesses, and organisations.
- Ensure that ICIP is acknowledged, protected, and managed in accordance with cultural protocols, community expectations, and applicable laws.

3. Scope

The FNRG's scope includes:

- Reviewing and advising on strategies, programs, policies, and major projects with a First Nations focus.
- Providing cultural advice on place-based design, art, and interpretation in Investa's developments.
- Advising on community engagement approaches and participation in procurement processes with Aboriginal and Torres Strait Islander businesses.
- Supporting initiatives to improve First Nations employment outcomes within Investa and through its supply chain.
- Ensuring ICIP is safeguarded, including but not limited to:
    - Traditional stories, languages, and oral histories.
    - Cultural designs, motifs, and visual arts.
    - Performance, dance, music, and ceremony.
    - Knowledge of land, waterways, plants, animals, and cultural practices.

4. Indigenous Cultural and Intellectual Property (ICIP) Protocols

4.1 Recognition
Investa acknowledges the rights of Aboriginal and Torres Strait Islander peoples to own and control their cultural heritage, traditional knowledge, and traditional cultural expressions, regardless of whether these are in material form.

4.2 Consent

- All use of ICIP must be based on free, prior, and informed consent from the relevant Traditional Owners, custodians, or communities.
- Consent must be documented through an agreement before any ICIP is recorded, reproduced, adapted, or shared.

4.3 Ownership & Control

- ICIP remains the property of the relevant Aboriginal and Torres Strait Islander people or community.
- Investa and the FNRG will not claim ownership over any ICIP provided or shared in the course of group activities.

4.4 Attribution

- Any use of ICIP will acknowledge the source community, people, or artist, as agreed by them.
- Where individuals do not wish to be named, acknowledgements will follow the community's direction.

4.5 Confidential & Sacred Material

- Some ICIP may be confidential, sacred, or sensitive and must not be disclosed publicly.
- The FNRG will determine, in consultation with the knowledge holders, what information may be shared and what must remain restricted.

4.6 Benefit Sharing

- Where ICIP is used in a way that generates commercial or reputational benefit for Investa, a **benefit-sharing arrangement** will be negotiated to ensure fair returns to the custodians and community.

4.7 Storage & Access

- ICIP-related records will be stored securely.
- Access will be restricted to authorised persons as agreed with the relevant Traditional Owners or custodians.

5. Membership

- Members will be Aboriginal and/or Torres Strait Islander people with demonstrated expertise in areas such as community leadership, ESG/social impact, property, policy, governance, education, or cultural competency.
- The group will comprise four members plus Investa senior management sponsors.
- Members will be appointed for a two-year term, with the possibility of reappointment.
- The Advisory group will sit as a sub group to the Investa Connected Communities Working Group which is responsible for delivering the social aspects of Investa's sustainability strategy.
- Secretariat support will be provided by Investa, which will:
  - Coordinate meeting logistics and invitations.
  - Prepare and distribute agendas in collaboration with Investa.
  - Record meeting minutes and track action items.
  - Ensure cultural protocols are respected during meetings.
  - Maintain secure records, including ICIP-related documentation.

6. Meetings

- Meetings will be held quarterly (minimum) with additional engagements by mutual agreement as required.
- Meetings may be in person or virtual, depending on availability and location of members.
- Secretariat will circulate agendas at least one week prior and minutes within two weeks after each meeting.
- A quorum will consist of at least 50% of members plus one Investa senior management sponsor.

7. Remuneration

- Members will be paid $200 per hour for their time and expertise, in line with the NSW Government's Board and Advisory Committee remuneration guidelines.
- Investa will reimburse reasonable travel and associated costs for in-person meetings.
- Where ICIP is contributed outside the scope of standard meeting participation, separate cultural fees may be negotiated.

8. Reporting

- The FNRG reports to Investa's Executive Committee via the Group Executive - Corporate Operations.
- An annual report on the FNRG's activities, advice provided, and progress against recommendations will be incorporated into Investa's ESG reporting.

9. Guiding Principles

The FNRG will operate in a way that:

- Respects the rights, cultures, and heritage of Aboriginal and Torres Strait Islander peoples.
- Embeds the principles of self-determination, co-design, and free, prior, and informed consent.
- Protects and honours ICIP in all forms.
- Upholds confidentiality where required.
- Works collaboratively and constructively with Investa, stakeholders, and communities.

10. Review of Terms of Reference

- These ToR will be reviewed annually in consultation with the FNRG and Investa's leadership to ensure relevance and effectiveness, including ICIP clauses.