investa

# Meeting Minutes – Investa First Nations Reference Group

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| **Meeting Date:** | Friday, 20 March 2026 |
| **Start Time:** | 1:00 PM |
| **Location:** | Madang, Level 30, 420 George Street, Sydney & Online |
| **Purpose:** | A quarterly check-in on the development, implementation, delivery and progress against, and learnings from, the First Nations Engagement Strategy with the First Nations Reference Group. |
| **Stakeholders:** | Luke McIlroy-Ranga (**LMR**) – Tika EQ<br>Dylan Booth (**DB**) – Supply Nation<br>Prof. John Evans (**JE**) – Swinburne University<br>Kristy Bartlett (**KB**) – Investa (Executive Sponsor)<br>Lara Hutcheson (**LH**) – Investa<br>Margot Black (**MB**) – Investa<br><br>Apologies<br>Liam Harte (**LHa**) – Tika EQ (Chair)<br>Narelle Anderson (**NA**) – Envirobank<br>Amy Wild (**AW**) – Investa |
| **Secretary:** | Maureen Wayong (**MW**) – Investa |

| **NOTES** | | |
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| **Ref.** | **Items** | **Discussion Points** |
| 1. | **Summary (At a glance)** | • Pre-reading materials and agenda to be issued two weeks prior to meetings.<br>• Project plan discussions covered Country (asset activation and nature positive partnerships), Culture (cultural intelligence and employment), and Community (procurement).<br>• Launch strategy and engagement with First Nations businesses. |
| 2. | **Decisions & Agreements** | • Agreed that agendas and pre-reading materials to be issued two weeks out by MW.<br>• Focus on one to two key outcomes this year: increase diversification and spend with First Nations businesses, and explore how Investa can support small Indigenous businesses to compete with Tier 1 and 2 contractors.<br>• Final project plan to be shared with FNRG once completed internally and raised at Q3 update. |
| 3. | **Key Discussion Points** | • **Project Plan**<br>  ○ **Country – Asset Activation**: Lobby at **200 George St** highlighted as a strong example of cultural activation within assets.<br>  ○ **Country – Nature Positive Partnerships**: MB advised this builds on current partnerships. Recommended **Wild Flower** (Redfern) for |

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| | | Sydney assets and **IndigiGrow** – best to partner with local people for each area.<br>◦ **Culture – Cultural Intelligence**: DB raised inverse measure of accounting for cultural load in performance frameworks. John cautioned not to be too ambitious early on; attention to detail is critical; employment should focus on right fit. DB reinforced not to force employment outcomes – guided by what works for the business.<br>◦ **Community – Procurement**: Identified as the most powerful lever. Link into existing support organisations; break contracting packages into **smaller packages of wor**k; consider **timeliness** of approaching First Nations businesses. Mark to support through relationship facilitation.<br>• **Priorities for FY26**<br>◦ Agreed to focus on **one or two key outcomes** this year:<br>1. Increase diversification and spend with First Nations businesses.<br>2. Explore how Investa can work with small Indigenous businesses to be competitive with Tier 1 and Tier 2 contractors – **Mark Tait** to support through relationship facilitation.<br>• **Launch considerations**<br>◦ Facilitate a roundtable conversation with industry<br>◦ Potentially host a specific session with Investa's builders on approach to engaging with Indigenous businesses.<br>• **Engagement with First Nations Businesses**<br>◦ Build knowledge and capability in-house.<br>◦ DB noted businesses need to understand they are entering a **commercial relationship** – risk in being too flexible.<br>◦ Consider existing organisations who exist to support engagement e.g. **Supply Nation and ICCNSW**. |

| **ACTIONS** | | | |
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| **Ref.** | **Items** | **Responsible** | **Target Date** |
| 1. | Discuss launch approach with LMR and share outcome | KB / LMR | 6 May |
| 2. | Share insights and data around procurement impact | DB | Next meeting – 9 June |
| 3. | Deep dive into one pillar – bring along people who are across those initiatives | KB | Next meeting – 9 June |
| 4. | Discuss launch approach with LMR and share outcome | KB | Next meeting – 9 June |
| 5. | Final project plan to be shared with the FNRG once completed internally | LH | Q3 update |

**Next meeting is scheduled on Tuesday 9 June 2026 at 10:30 AM.**