

Aveo Group

Reflect Reconciliation Action Plan

December 2023 – December 2024



Acknowledgement of Country

In the spirit of reconciliation, Aveo acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all First Nations Peoples.

At Aveo, we believe in the values of Kindness, Care, Collaboration, Humility and Respect. We are committed to championing compassionate and inclusive environments where residents, staff, and communities can thrive together.

We respect

the legacy and the deep knowledge and wisdom passed down through countless generations by the First Nations Peoples of Australia.

We honour

their Elders, ancestral ties, culture, and relationships with Country as well as their enduring strength and resilience.

We acknowledge

that reconciliation is an ongoing journey, and we commit to actively listen, learn, take inspiration from, and engage with First Nations Peoples and communities.

We seek

to build meaningful relationships based on trust, mutual respect, and shared understanding.

We dedicate

ourselves to help create a just, equitable and reconciled Australia.

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About the artist - Jeremy Donovan

Jeremy Donovan is a proud Kuku-Yalanji man, an award-winning musician, an accomplished artist and a celebrated keynote speaker.

Jeremy was raised in Sydney. After first trying to connect with his Aboriginality in prison at the age of 13, he began to build a relationship with his culture at 18 when he was able to spend time in Kuku-Yalanji Country and picked up the didgeridoo. It was this connection to culture that then took Jeremy across the globe, playing music and sharing his people's stories at some of the world's most prestigious venues including Buckingham Palace, Carnegie Hall and The White House.

Jeremy later served as the CEO of not-for-profit GenerationOne where he led a campaign to end disparity through employment and saw the government adopt the National VTEC employment model.

Jeremy now runs his own consulting firm, engaging with government, corporate and community stakeholders and providing advice on cultural safety issues, understanding and engagement. He is currently Indigenous Ambassador at Bond University and Ambassador for The Australian Literacy & Numeracy Foundation.

The diversity of Jeremy's personal experiences equips him with the unique ability to inspire and connect with people from a vast range of backgrounds, from remote communities to the highest levels of business and bureaucracy. He is an expert in the field of Indigenous poverty and is motivated by a true passion to elevate the lives of Aboriginal and Torres Strait Islander people and all other Australians.

In between his travels and life in on the lands of the Yugambah people (now known as the Gold Coast), Jeremy regularly returns to Country for inspiration.

About the artwork - Na Tjunga

Jeremy has titled the painting Na Tjunga, which in the Kuku-Yalanji language means 'Old People'. The word is almost identical to the word for 'mountains'. In Kuku-Yalanji culture, Old People—like mountains—are seen as knowledge-holders, teachers and the foundations on which knowledge, culture and society are built.

The painting was inspired by Jeremy's visits to Aveo communities and offices and his conversations with residents and staff. Jeremy explains that the painting "has been shaped by the voices of Aveo staff and residents and depicts the relationships between them and the communities they are creating." Various elements and motifs in the painting are described in the following pages.



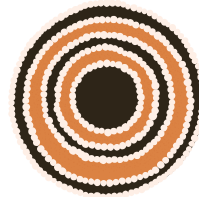
Jeremy Donovan
Na Tjunga, 2022
Acrylic on canvas

Primary design Moon, hands and stars



The moon

The moon is at the centre of the painting and different phases of the moon are portrayed. Jeremy explains that “the moon is central to everything we do in life and our stories tell about the wisdom of the moon and what it has seen and experienced over time.” The moon emerged as an important element as Jeremy was tracing the hands of residents. It reflects the wisdom of older generations, their stories and things they’ve seen come and go...and return again as the cycle repeats.



Hands of residents and children

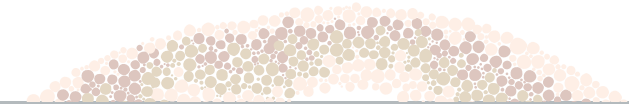
The hands of residents and two children related to Jeremy have been traced and form part of the central motif. As Jeremy explains, “The hands represent the people that live and work in Aveo communities and offices and their DNA and stories helped to shape the design and ultimate creation of the painting”. The inclusion of the hands of the children represents intergenerational relationships and the intergenerational transmission of information and knowledge.

The hands have been arranged in a circle to represent the cycle of life and movement through life.



The Milky Way

The white dots between and around the hands represent the stars of the Milky Way. The Milky Way is central to the Dreaming stories of Jeremy’s family. The stars guide people and, as they move through the sky, the stars tell people what they should be doing in their lives. For instance, when elements of red show themselves in a certain part of the sky at a certain time of year, the people know that the mullet are coming up and that the wattle will soon be in bloom. The Dreaming stories of Jeremy’s family also emphasize the importance of the ‘dark spaces between the sparkles’ and the role of these spaces in navigation. The dots also represent the subtleties and small details of life that are often so minute but can have a significant impact on our lives.



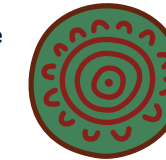
Secondary design Mountains, camps, pathways and rivers

Mountains

As discussed above, the the Kuku-Yalanji words for ‘Old People’ and ‘Mountains’ are nearly identical and the mountains represent older generations, as well as knowledge and learning.

In the painting, Jeremy has depicted communities, pathways and rivers on the mountains. These are stories that the mountains and our Old People tell.

For instance, camps of people are represented by these images, which depict people sitting in a circle.



On the mountain to the right, the camps are connected by pathways, which represents the movement of people, both moving across the landscape and moving through their lives.

In this image, the mountain on the right shows people camping along a river. The mountain on the left shows the same mountain at a different time of year when the people have moved on. Again, these images represent the change of seasons, the passage of time, movement and change, but also the cyclical nature of life/change, like the phases of the moon.

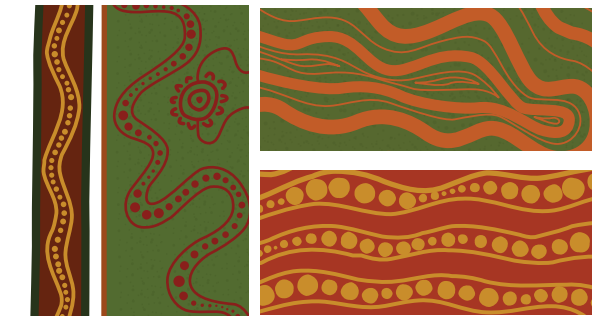


Rivers and Pathways

Rivers and pathways are shown throughout the painting. These represent the diversity of the roads, rivers and pathways that staff and residents have lived and travelled before their lives intersected at Aveo. Below is an example of a road/pathway in the artwork:



Examples of the rivers in the artwork include the following:





Message from Reconciliation Australia

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

Aveo joins a network of more than 2,200 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 close to 3 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 Aveo 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 Aveo, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
CEO | Reconciliation Australia



Message from the Aveo CEO

I am proud to present Aveo's inaugural Reflect Reconciliation Action Plan (RAP), and I'm excited about the journey that we are embarking upon.

Aveo is one of Australia's leading and most innovative senior living providers, offering a diverse national portfolio of Retirement Living Communities. We are a people-centred business and our commitment to Reconciliation is grounded in the core principles and values that drive our business: kindness, collaboration, care, enthusiasm, respect and humility.

Aveo's purpose is to help retired Australians be their best selves during every step of their later life journey. In our work, we are motivated by a deep respect for older generations and their wisdom, knowledge, diverse experiences and voices. Our appreciation of diverse voices and experiences extends to our team members and others who we collaborate with. We believe that diversity and inclusion are crucial to building strong and resilient teams and successfully delivering our mission. We are committed to creating vibrant and supportive environments for our current and future team members and residents.

Care is also central to our work and goes beyond care for our human stakeholders. We believe that we have a responsibility to help care for the land and waters that are associated with our 89 communities and have set a goal to be the world leader in sustainable retirement living.

Our RAP is the next step in putting these values and commitments into practice. Our RAP will help guide the work we are doing to increase the participation of First Nations Peoples in our teams, communities and business networks. And it is fortuitous that the launch of our RAP coincides with the NAIDOC theme for this year—"For Our Elders". In the spirit of this theme and through different RAP initiatives, we look forward to creating opportunities for our team members and residents to learn from First Nations Elders and for members of the older generations to share experiences with each other.

With our focus on environmental sustainability, we acknowledge and respect that First Nations Peoples continue to have deep and meaningful connections to the lands and waters of Australia. Our RAP will help guide our work with First Nations Peoples to support and encourage these connections and to help safeguard the lands, waters and air.

Although we are just beginning our RAP journey, we have been consulting with our team members and residents about Reconciliation over the past year and I am encouraged by the enthusiasm and dedication shown by people across the business and our communities who have put up their hands to help plan and implement the RAP. I'm incredibly proud of our people and I'm looking forward to seeing and participating in the exciting changes and initiatives that will be happening over the next 12–18 months.

Tony Randello
CEO | Aveo



Artist Jeremy Donovan with Aveo CEO Tony Randello

We value the unique perspectives and contributions of all our employees, including the 52 individuals who identify as First Nations People.

Our business

Aveo is Australia's largest owner and operator of Retirement Living communities and services, with over 30 years' experience in the sector. We are dedicated to improving the lives of older Australians by inspiring greater living choices.

With a strong commitment to innovation, Aveo currently serves over 12,000 residents living in over 80 Retirement Living Communities across Victoria, Queensland, New South Wales, South Australia, and Tasmania. These include multi-level urban apartment style living and broadacre villa style units. All have shared facilities such as pools, bowling greens and community centres. Our philosophy is rooted in creating vibrant and fulfilling lifestyles for residents, fostering a sense of community and providing a range of amenities and services that enable them to get more out of life. Aveo's services include chef-prepared meals, on-site activities and procurement of insurance, maintenance and utilities so that residents can focus on getting the most out of their later years.

Aveo wants to grow with older Australians, and we recognise the importance of providing additional support as people's needs change over time. We deliver tailored care and support not only within our retirement living communities but also to the broader community—things like personal care, meals and catering, housekeeping and laundry. Our goal is to empower older Australians to live independently in their own homes for as long as possible, promoting dignity, autonomy, and a sense of belonging.

Aveo takes pride in its diverse and dedicated team of over 1,900 professionals who are passionate about providing exceptional service and support to older Australians. We value the unique perspectives and contributions of all our employees, including the 52 individuals who identify as First Nations People. We are committed to creating an inclusive and culturally sensitive environment that respects and celebrates diversity.

With our extensive footprint of Retirement Living communities across multiple states, we aim to increase understanding, cultural awareness, and collaboration to ensure our operations have a positive impact across a large number of First Nations countries. Aveo's corporate offices are strategically located in Brisbane, Sydney, and Melbourne, enabling us to effectively manage and support our Retirement Living Communities and reconciliation initiatives across Australia.

Our RAP, current activities and partnerships

Aveo has taken a number of steps to prepare for its Reconciliation Journey and has begun forming strong and meaningful relationships with First Nations people and organisations as we proceed:

To coordinate and guide our reconciliation activities and initiatives, we have nominated Chief Operating Officer, Natalie Patterson, as Aveo's RAP Champion. We have also appointed Deputy Company Secretary, Jon Dale, as Aveo's RAP Manager.



Natalie joined Aveo in November 2020 as Chief Operating Officer. She has 25 years' experience in the property industry and brings a passion for people and a commitment to enriching every moment, every day, for every Aveo resident and the community's around them. Natalie is proud to lead Aveo's sustainability program and the company's Reconciliation Action Plan committee.



Jon holds a degree in law and a Masters in Cultural Anthropology. After moving to Australia from the US, Jon had the privilege to work in cultural heritage and was inspired by the First Nations people he met, their stories and connections to Country. Jon is also Aveo's Deputy Company Secretary and manages a range of compliance obligations.

Our RAP Working Group was formed in late 2022.

The RAP Working Group is chaired by the Chief Operating Officer (COO) and is composed of executives, senior leaders and staff from across the organisation with diverse backgrounds and skills. The RAP Working Group has been divided into smaller teams that has and will focus on different initiatives and activities contained in the RAP. The COO and RAP Manager will work with each team to design, implement and coordinate the various initiatives. We have encouraged—and will continue to encourage—First Nations staff members to join the RAP Working Group.

The RAP Working Group is composed of the following individuals:

Steering Committee

Name	Position
Natalie Patterson	Chair and RAP Champion (Chief Operating Officer)
Jonathan Dale	RAP Manager (Deputy Company Secretary)
David Korman	Vice Chair (General Counsel and Company Secretary)
Joshua Little	Vice Chair (Chief Risk Officer)
Matt Power	Group Sustainability Manager
Michelle Smith	Group Manager – Quality and Resident Services

Membership

Name	Position
Brad Talbot	General Manager IT and Service Delivery
Craig Green	Community Engagement Manager
Shristi Singh	Regional Home Care Manager
Kent Fallon	Development Manager
Tim Daley	Group Manager – Employee Relations
Sharynne Dingwall	Legal Counsel
Rebecca Cleaves	Learning and Capability Manager
Henrietta Shorter	Business Analyst, Procurement
Marika Wagner	Community Engagement Manager
Eseta Cowley	Community Manager



The Working Group has undertaken a number of initiatives since its formation in late 2022. Key initiatives include:

1. A subset of the Working Group met to gain a better understanding of the meaning and purpose of the **Acknowledgement of Country** and to draft a version that reflects Aveo's values and reconciliation objectives. The Acknowledgment is now used at all Board, Board subcommittee and Investment Committee meetings. An Acknowledgement is also included in all email signature blocks. In the year ahead, we hope to identify the First Peoples and Country associated with each of our offices and communities and include specific references to First Peoples and Country in our email signature blocks and letterheads.
2. The RAP Working Group organised an **'artist in residence'** for Jeremy Donovan whereby Jeremy spent three days painting the RAP artwork at Aveo's Newstead Queensland office. The event kicked off with a presentation by Jeremy (complete with a didgeridoo performance) which was livestreamed, allowing all employees across the organisation to participate. At each of the three corporate offices, morning teas provided by First Nations businesses were served. Over the three days, staff members had the opportunity to chat with Jeremy about his work and life and watch him work, both in person and via the livestream. This was the first time that the company had attempted a livestream event and it was extremely well received.
3. A subset of the Working Group designed a **'Community Manager Toolbox'** filled with ideas for reconciliation activities and initiatives that could be implemented in Communities. Craig Green, one of the RAP Working Group members, conducted a virtual roadshow and presented the Toolbox to Community Managers across the organisation.



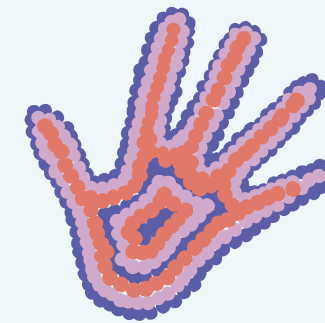
Aveo has worked extensively with **Djinjama Indigenous Corporation**.

Djinjama offers cultural design and research for projects in the built environment, bringing Country into the design process in order to centre culture and substantially affect Indigenous rights. Djinjama team members conducted a range of workshops and information sessions with Aveo executives and staff. Through this meaningful and insightful engagement, Aveo team members not only learned about Designing for Country and Care of Country, but they worked with Djinjama to incorporate these concepts into Aveo's building designs. The result is a project that includes culturally significant elements, spaces for learning about Country and culture, and elements that encourage Care of Country. The project and Djinjama's work is part of a confidential government tendering process but we look forward to providing further detail when we are able to.

Our all-staff electronic newsletter and company intranet are important means of communication and are widely used.

Through these, we have:

- ▶ Announced Aveo's reconciliation journey and commitment.
- ▶ Encouraged First Nations staff to join the RAP Working Group.
- ▶ Encouraged staff to share ideas and experiences relating to Reconciliation.
- ▶ Ahead of Reconciliation Weeks 2022 and 2023 and NAIDOC Weeks 2022 and 2023, we raised awareness and generated interest by sending information and background about these events to all staff via the electronic newsletter and company intranet.
- ▶ Announced Jeremy Donovan's 'artist in residence' and opportunities for staff to meet and chat with Jeremy.
- ▶ Announced Aveo's Acknowledgment of Country wording and Acknowledgment protocols.



At the 2022 Aveo Leadership Conference held in Brisbane, local Turrbal woman Aunty Kathy and her granddaughters performed a Welcome to Country.

The Conference was attended by Board members, executives, senior leaders and managers from across the organisation (approximately 200 people). At the same Conference, the RAP Manager gave a presentation about Reconciliation and about Aveo's RAP initiative.

Over the years, individual Aveo communities have undertaken a range of reconciliation initiatives including:

- ▶ Inviting First Peoples to give Welcome to Country and to speak at Aveo communities.
- ▶ Community Managers and residents have attended First Peoples cultural events and engaged with local First Peoples' organisations.
- ▶ Communities have honoured and acknowledged local First Peoples and their histories, and held cultural awareness workshops. For example, the residents in the Mingarra Community in Croydon Victoria have written a history of the community and surrounding area. In that document, the residents have acknowledged and pay respect to the Wurundjeri People and explain that the name "Mingarra" is a Wurundjeri word meaning 'The Good Spirit of the Clouds'. The same community has displayed a painting created by Dr Miriam-Rose Ungunmerr Baumann (AM), together with a biography detailing the important and extensive work that Dr Ungunmerr Baumann has done in advocacy and education.
- ▶ At a corporate level, we aim to expand and broaden these activities across all of our communities by providing coordination, support for, and sharing of these experiences and learnings.



We have reached out to various First Nations-led business to plan and design **cultural awareness training** for our staff.

Through a company-wide survey, we identified the total number of employees in the company who identify as **First Nations Peoples** (52 people).



Prior to the vote on the Voice Referendum, Aveo invited Mark Leibler, founding partner at law firm Arnold Bloch Leibler, to conduct a live-stream Q&A session for Aveo employees to discuss the Referendum.

Mark is one of Australia's leading legal thinkers and in the last 10 years, he has been appointed by prime ministers from both sides of politics to co-chair the Expert Panel and the Referendum Council that examined Constitutional recognition for indigenous Australians. Over 370 Aveo employees joined the live-stream.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Jul 2024	Community Engagement Manager
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jul 2024	RAP Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Corporate Communications Manager
	• RAP Working Group members to participate in an external NRW event.	27 May to 3 Jun 2024	RAP Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 Jun 2024	RAP Manager
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	Dec 2023	Corporate Communications Manager
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Jul 2024	RAP Manager
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Jul 2024	RAP Manager
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	Oct 2024	General Manager – Human Resources
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jul 2024	General Manager – Human Resources



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Jul 2024	Group Manager – Organisational Development
	• Conduct a review of cultural learning needs within our organisation.	Feb 2024	Group Manager – Organisational Development
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Jul 2024	Community Engagement Manager
	• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Feb 2024	Corporate Communications Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Jun 2024	Corporate Communications Manager
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	Jun 2024	Corporate Communications Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2024	RAP Manager



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Jul 2024	General Manager – Human Resources
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Feb 2024	General Manager – Human Resources
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Apr 2024	General Manager – Procurement
	• Investigate Supply Nation membership.	Apr 2024	General Manager – Procurement



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	Dec 2023	RAP Manager
	• Draft a Terms of Reference for the RWG.	Dec 2023	RAP Manager
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	Jul 2024	RAP Manager
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	Dec 2023	Chief Operating Officer
	• Engage senior leaders in the delivery of RAP commitments.	Dec 2023	RAP Manager
	• Appoint a senior leader to champion our RAP internally.	Dec 2023	Chief Operating Officer
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	Feb 2024	Chief Operating Officer
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.	Jun annually	RAP Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug annually	RAP Manager
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep annually	RAP Manager
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	Oct 2024	RAP Manager

Our Reconciliation Action Plan was graphic designed by Aboriginal creative agency **Mumbulla Creative**, who are based on Gadigal and Wangal Country in Sydney, NSW.

Contact details

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