CORE

RECONCILIATION ACTION PLAN

INNOVATE

MAY 2025 - MAY 2027

RECONCILIATION
ACTION PLAN
INNOVATE

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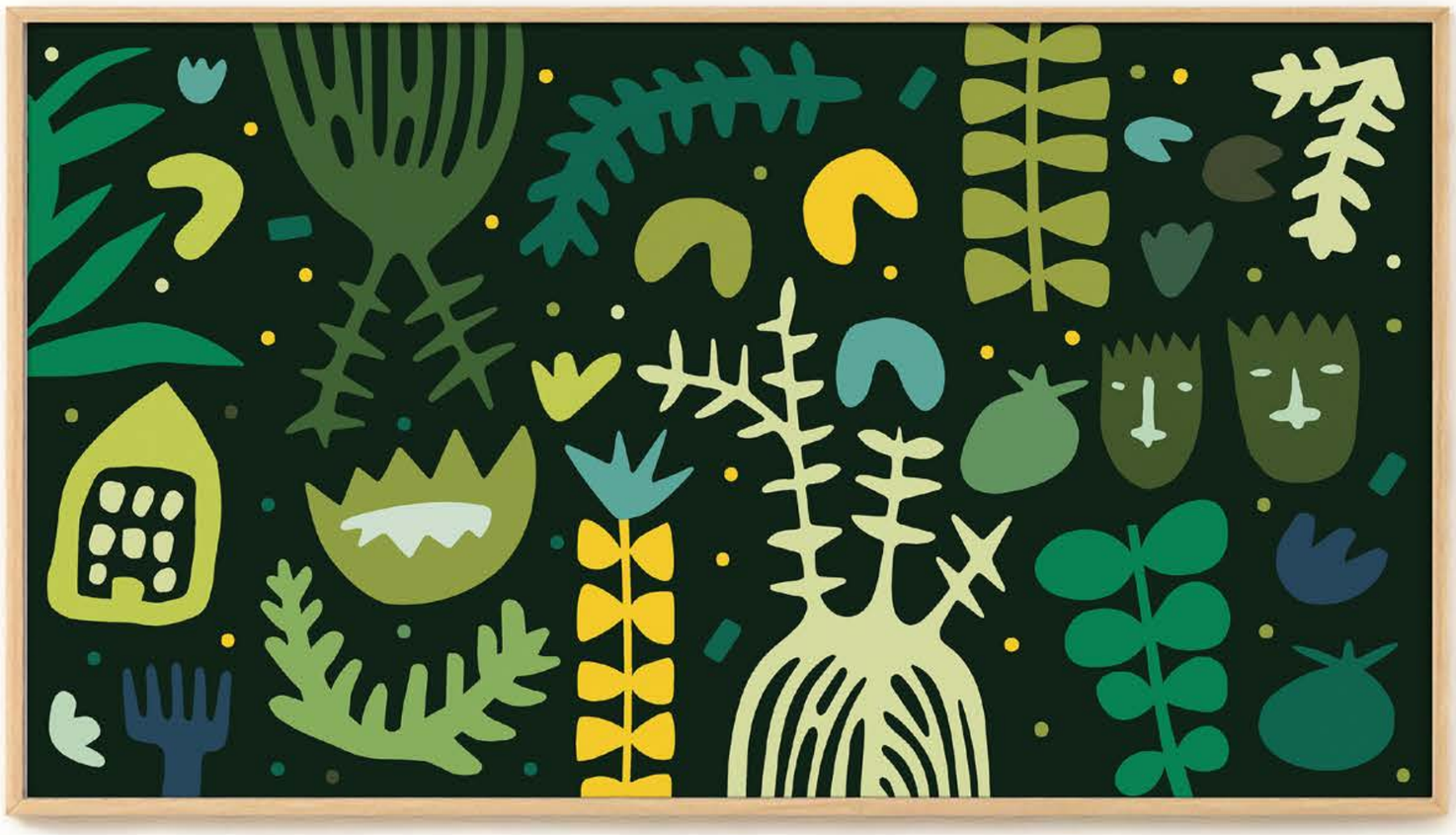
Core acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities.

We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past, present and emerging.

A.B

The *artwork.*

Rooted in Rhythm by Aretha Brown



Rooted in Rhythm is a vibrant, green-focused artwork that reflects the deep connection between plants, people, and Country.

Created as a visual expression of a Reconciliation Action Plan (RAP), the piece represents growth, healing, and unity. Flourishing plant forms blend with abstract symbols of community circles, pathways, and gathering places that speak to connection and collective purpose.

Green, representing life and renewal, flows throughout the work, highlighting themes of sustainability, cultural respect, and regeneration.

This piece acknowledges the enduring wisdom of First Nations peoples and the strength found in coming together to nurture a future grounded in mutual respect and understanding.

A statement from Karen Mundine *Reconciliation Australia.*

Karen Mundine

Chief Executive Officer
Reconciliation Australia

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

Core Projects 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 Core Projects 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 Core Projects, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Our vision for *Reconciliation.*

At Core our aim is to build a culture where all team members can bring their whole selves to work. A culture that sees our differences as an opportunity for innovation and creativity. Our diversity not only creates an environment where our team members feel welcomed and supported but the inclusion of diverse viewpoints helps drive excellence in all we do.

The ultimate goal that our organisation envisages for reconciliation is a society where Aboriginal and Torres Strait Islander peoples have equal opportunity to succeed. We believe this starts with acknowledgement of historical and current injustices and a commitment to address the lasting impacts of these injustices. **More than acknowledgment, at Core we are committed through our purpose and business goals to being agents of change.** Using our business and all of its touchpoints as a force for good.

In the context of our organisation, **reconciliation looks like Aboriginal and Torres Strait Islander peoples maintaining their connection with community, land and water throughout the development of Country.** Aboriginal and Torres Strait Islander peoples have profound connections with their communities that are rooted in millennia of shared history, culture and traditions. **Here at Core, we respect and understand that within these communities there exists rich histories of kinship, storytelling and practices that serve to maintain their connection to Country.** We acknowledge that we work and have influence within the new community development space and respect the importance of community within the Aboriginal and Torres Strait Islander cultures.

A message from *our CEOs.*

‘Reconciliation to me means that I can honestly believe that First Nations kids will have the same opportunities as my kids. That First Nations peoples can be seen and respected and have their histories and stories appreciated. That First Nations peoples can also be seen as individuals, that can have aspirations and access to opportunities the same way I do. Reconciliation also means acknowledging the reasons these things aren’t a reality for First Nations peoples today, and taking accountability for the actions that are within our control to change this. **Reconciliation to me is the genuine want for things to be better for First Nations peoples and taking the action I can to make that happen.**

Being a business that works in the new communities and property space, means that we are constantly thinking about people and place. So for us, acknowledging First Nations peoples and their ongoing connection and contribution to place and community is something that’s always been important. **Through our RAP we want to formalise our commitment to ensuring that we take meaningful and impactful steps to support and empower First Nations peoples, demonstrating our commitment to social justice and equality.** Through our RAP we want to listen, understand, respect and become allies of First Nations peoples, to help create the future they want for their people and communities.’

– Nicki Hay, Co-CEO

About our *business.*

We're Core – a land advisory, sales, and marketing specialist. From selling and renting properties to growing communities, we provide a wide range of real estate services, and all with creativity, commitment, and care.

Since 2015, we've been a culture-driven, people-driven organisation and a certified a B-Corp. We have grown incredibly in the last few years and now have over 60 team members! .

Our head office is in South Melbourne, with a secondary office in Geelong and 11 sales offices across townhouse and land development sites in metropolitan Melbourne and regional Victoria. Whilst our activities have been focused largely in Victoria we are spreading our wings slowly into NSW and Western Australia. We have wide networks through the property industry in both the public and private sector and have always endeavoured to extend our learning and vision beyond our immediate team.

We were acknowledged by the Urban Development Institute of Australia as a Leader in Diversity in 2021 and rather than just recognition, we've always considered this a meaningful platform to share our knowledge and encourages others to think about their business 'impact' across our industry. We offer our learnings and insights freely to our project partners including developers, consultants and a range of professional services. Using our website and social media platforms, we seek to share our efforts in educating our business on reconciliation and why it's important to us. This is an important part of starting broader conversations around reconciliation across our industry.We are committed to our Purpose, to balance people, profit and planet, and deeply consider our impact on the land and the people in it.

Our *Reconcilliation Action Plan.*

We are genuinely committed to People and Land; creating a synergy between what we do at Core and the land and people of Australia.

We recognise that nobody embodies the connection between People and Land better than Aboriginal and Torres Strait Islander peoples.

We have a lot to learn, and we want to extend ourselves, our people and the impact of our business and work to make a positive difference for everyone.

Committing to an Innovate RAP is one way that we can take meaningful action to advance reconciliation. Whilst we acknowledge that improvements have been made and we have strengthened our relationships with Aboriginal and Torres Strait Islander peoples, there is a lot of work still to be done. Throughout the period of our Reflect RAP we were faced with several challenges and lessons.

In particular, we found it challenging to engage meaningfully with Communities as reconciliation efforts could sometimes be seen as superficial or tokenistic, failing to provide tangible benefits. For us, successful reconciliation looks like meaningful engagement and ensuring the engagement has a purpose. Additionally, integrating reconciliation into our everyday business practice rather than treating it as a separate body felt challenging.

As a business, we tried to embed reconciliation into our business practices, policies and values through long-term strategic planning. Since developing our first RAP, we have identified external stakeholders and suppliers that our organistion can engage with and support on our reconciliation journey. We will continue to engage with these groups throughout our Innovate RAP.

Some of our *achievements.*

Introduced Traditional Place Country onto Signatures

In 2023 we added the Traditional Place names to our head office and land sales office addresses on our employee's email signatures to acknowledge Country and to celebrate the diverse landscape we live and work on. Additionally, our email signatures include an Acknowledgement of Country and we continue to encourage our team members to deliver an Acknowledge of Country when presenting at major internal and external events.

Purchased Carbon Offsets from the Aboriginal Carbon Foundation

Recently we purchased carbon offsets from the Aboriginal Carbon Foundation (AbCF) for future years which will help deliver our FY25 & FY26 Climate Active Commitment. AbCF is a 100% Aboriginal owned not-for profit organistion established in 2010 to create economic independence for First Nations peoples through a variety of innovative solutions, including carbon farming opportunities and cultural fire credits.

Engaged with The Torch

We partnered with The Torch, a not-for profit who have been providing art, cultural and arts industry support to First Nations offenders and ex-offenders in Victoria since 2011 through its Indigenous Arts in Prisons and Community program, to license the use of an image for our reflect RAP.

Improved Cultural Awareness

As part of our commitment to reconciliation, we acknowledged National Reconciliation Week by welcoming Wurundjeri Traditional Owners to deliver a Welcome to Country and Smoking Ceremony. Additionally, we provided and shared resources throughout National Reconciliation Week and NAIDOC week, as well as encouraged team members to attend local events. Lastly, all team members were and continuously will be given the option to substitute the January 26 National Public Holiday with a different day as per the National Employment Standards. Resources are also shared to help team members educate themselves on the history and significance of this date.

Voice to Parliament

In late 2023 a mandatory information session about the referendum on 'The Voice' was hosted by Simon Thomas – a barrister with experience in elections-related work with the United Nations. The purpose of the information session was to be independent and not political, but rather to provide information to employees to make their own informed decision regarding the referendum.

Kinship Care

In early 2024, internal frameworks were amended to recognise and provide allowances for Aboriginal and Torres Strait Islander peoples kinship care needs.

Our Reconcilliation Action Plan *Team.*

Lastly, in early 2024, we renewed our RAP Working Group to ensure it included all levels of seniority and team members from different departments.

Kate Grinter
People & Culture Manager

Maggie Hajnal
Junior Project Manager
Head of RAP Working Group

Nicki Hay
Co-CEO

Kane Malcomson
Director - Land

Grant Neilson
Director of GRIP

Tracy Scott
Finance Manager

James Thomas
Co-CEO

Nornie Bero
TV Presenter, Author & Entrepreneur
(First Nations Representative)

Our commitment: *Relationships*

Since 2015, we've been a culture-driven, people-driven organisation. You'll find at Core that we do things differently. For starters – we care. We care about our clients. We care about our people. We care about the communities we're helping to create – and the families who will call those places home.

We consider every new Core project for how it can make a positive difference through the following six key areas:

- Communities
- Housing affordability
- Diversity and inclusion
- Wellbeing, health and safety
- Nature and land use
- Climate change

This ensures residential communities we help create are accessible, inclusive, safe, resilient and sustainable. Our goal is to create a sense of community within every new development we help bring to market.

Our Innovate RAP will strengthen our already strong relationships established with stakeholders and organisations that were developed whilst delivering our Reflect RAP. We will continue to work with these groups as well as develop new relationships with other Aboriginal and Torres Strait Islander businesses.

Our commitment: *Relationships.*

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.	May 2025	CEOs and People & Culture Manager
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2025	CEOs and People & Culture Manager
2	**Build relationships through celebrating National Reconciliation Week (NRW).**	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May, Annually	Project Manager
		RAP Working Group members to participate in an external NRW event.	27 May - 3 June, Annually	Junior Project Manager & Co-CEO
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, Annually	CEOs
		Organise at least one NRW event each year and use Aboriginal and Torres Strait Islander suppliers and consultants.	27 May - 3 June, Annually	Junior Project Manager
		Register all our NRW events on Reconciliation Australia's NRW website.	May, Annually	Junior Project Manager
3	**Promote reconciliation through our sphere of influence.**	Develop and implement a team member engagement strategy to raise awareness of reconciliation across our workforce.	May, 2025	People & Culture Manager and Marketing & Communications Director
		Communicate our commitment to reconciliation publicly.	May, Annually	CEOs and Marketing & Communications Director
		Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August, Annually	CEOs and Junior Project Manager
		Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	May - April, 2025 & 2026	People & Culture Manager & Co-CEO
		Celebrate positive news stories and success stories within the Aboriginal and Torres Strait Islander community with team members and industry partners. This will be done through our social media accounts such as LinkedIn and Instagram, as well as through our News section on our website.	September, Annually	Marketing & Communications Director
4	**Promote positive race relations through anti-discrimination strategies.**	Conduct a review of P&C policies and procedures to identify existing anti-discrimination provisions, and future needs.	July, Annually	People & Culture Manager
		Develop, implement, and communicate an anti-discrimination policy for our organisation. .	May 2025	People & Culture Manager
		Engage with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	May 2025	People & Culture Manager
		Educate senior leaders on the effects of unconscious racism and bias, systemic issues and injustices about Aboriginal and Torres Strait Islander peoples gaining access to employment.	April 2025	People & Culture Manager

Our commitment: *Respect*

We will continue to build our knowledge of Aboriginal and Torres Strait Islander histories, connections within communities and cultural protocols and ensure respect is embedded within the workplace. We want every employee to understand the complex history Aboriginal and Torres Strait Islander peoples have faced and how it has had an impact on multi-generations and their communities.

Examples include:

- An Acknowledgement of Country is undertaken at the commencement of our all staff meetings in addition to any large external meetings held at our office or managed locations.
- Through regular updates in all staff meetings and communications, we plan to keep team members aware of our RAP, it's importance and the opportunities to participate in driving change.
- Acknowledging key periods such as NAIDOC week within the workplace and educating team members on the importance and objectives.
- Wherever possible, we will consult with Aboriginal or Torres Strait Islander representatives to explore and better understand how we can respect and support culture and history

Our commitment: *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.**	Conduct a review of cultural learning needs within our organisation.	January, Annually	People & Culture Manager
		Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	May 2025	People & Culture Manager & CEOs
		Develop, implement, and communicate a cultural learning strategy document for our employees.	March 2025	People & Culture Manager & Marketing and Communications Director
		Provide opportunities for RAP Working Group members, P&C managers and other key leadership team members to participate in formal and structured cultural learning.	April 2025	People & Culture Manager & CEOs
		Implement mandatory cultural awareness training into new starter induction and onboarding activities.	April 2025	People & Culture Manager
		Educate team members on the seasons and the climate calendar of the Wurundjeri people.	January Annually	Marketing and Communications Director
		Head of RAP Working Group to participate in Corporate Red Earth Immersion Excursion	May 2025	Junior Project Manager
		Create fact sheets for any new communities to give to vendor, creative agency, digital agency, legal consultants and other relevant parties. Include information such as history of locality, cultural sensitivities, language used, list of native species, significant artifacts and totems.	March & September, Annually	Project Managers
6	**Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.**	Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2025	Project Manager
		Team Leaders and RAP Working Group to participate in Acknowledge This! Training.	March 2025	Junior Project Manager & Co-CEO
		Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2025	Project Manager
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May, Annually	Junior Project Manager
		All team members to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	April 2025	People & Culture 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, Annually	Junior Project Manager & CEOs
		Review P&C policies and procedures to remove barriers to team members participating in NAIDOC Week.	June, Annually	People & Culture Manager
		Promote and encourage participation in external NAIDOC events to all team members.	First week in July, Annually	CEOs
8	**Increase understanding and knowledge of Aboriginal and Torres Strait Islander cultures, histories and rights through our projects.**	Acknowledging and displaying who the Traditional Owners of Country are in each project office and project website.	July, Annually	Marketing and Communications Director
		Engage and work with Traditional Owners of Country to understand the landscape, culture, customs and history of a project site.	August 2025	Junior Project Manager & Project Marketing Director
		Engage with relevant Traditional Owners land councils to book in cultural training and sessions.	September 2025	Junior Project Manager & Project Marketing Director
		Host educational sessions with purchasers, investors and tenants about the Traditional Owners of Country and their connection to the land the project is developed on.	October 2025	Junior Project Manager & Project Marketing Director

Our commitment: *Opportunities*

Core's acceptance of diversity not only creates an environment where our team members feel welcomed and supported but the inclusion of diverse viewpoints helps drive excellence in all we do. We aim to create a workplace where Aboriginal and Torres Strait Islander peoples hope to work.

Our commitment: *Opportunities.*

Action		Deliverable	Timeline	Responsibility
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 team members to inform future employment and professional development opportunities.	May 2025	People & Culture Manager & CEOs
		Engage with Aboriginal and Torres Strait Islander team members, consultants and stakeholders to consult on our recruitment, retention and professional development strategy.	May 2025	People & Culture Manager
		Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	May 2025	People & Culture Manager
		Advertise job vacancies on Indigenous X to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March, Annually	People & Culture Manager
		Review P&C and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2025	People & Culture Manager
10	**Increase Aboriginal and Torres Strait Islander supplier and consultancy diversity to support improved economic and social outcomes.**	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	August, 2025	People & Culture Manager & CEOs
		Investigate opportunities to increase First Nations suppliers by researching Victoria Aboriginal and Torres Strait Islander business directories.	August, 2025	Office Manager
		Develop a list of Aboriginal and Torres Strait Islander owner suppliers or suppliers that support Aboriginal and Torres Strait Islander initiatives and giving preference to them.	August, 2025	Office Manager
		Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses and consultants to team members.	September, 2025	People & Culture Manager
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September, 2025	People & Culture Manager
		Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October, 2025	CEOs and People & Culture Manager

‘Reconciliation to me is about our relationship with the First Nations communities and understanding our role as a business in strengthening that relationship and how we can improve. **Working in property, we have a direct influence on the land but often don’t understand the histories or cultures behind the Aboriginal community that were the original owners. It became clear, that we can do a lot more within our business to better understand Aboriginal and Torres Strait Islander cultures through training and working closely with communities.** The progress we’ve made is an exciting step forward and I’m looking forward to continuing on the journey of reconciliation.’

– Claudia Facy, Junior Project Manager

‘Reconciliation means creating a strong understanding and relationship between First Nations peoples and non-Indigenous people. This can be done through teachings around the First Nations people’s cultures and histories. **By understanding the journey that First Nations peoples of Australia have gone through is the foundation to create these relationships.**’

– Tracy Scott, Finance Manager

Our commitment: *Governance.*

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, Annually	People & Culture Manager
		Establish and apply a Terms of Reference for the RWG.	May, Annually	Junior Project Manager
		RAP Working Group to meet at least four times per year to drive and monitor RAP implementation.	May, April, July & September, Annually	Junior Project Manager & Co-CEO
12	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October, Annually	Junior Project Manager
		Engage our senior leaders and other team members in the delivery of RAP commitments.	October, Annually	CEOs
		Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2025	Junior Project Manager and People & Culture Manager
		Appoint and maintain an internal RAP Champion from senior management.	June, Annually	CEOs
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	Project Manager
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1st August, Annually	Junior Project Manager
		Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30th September, annually	Junior Project Manager
		Report RAP progress to all team members and senior leaders quarterly.	March, June, September, December, Annually	CEOs and Marketing and Communications Director
		Publicly report our RAP achievements, challenges and learnings, annually.	December, Annually	Marketing and Communications Director
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	People & Culture Manager
		Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2026	Junior Project Manager
14	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2026	Junior Project Manager

CORE

For more information or further enquires, please contact:

Core Projects

reception@coreprojects.com.au
1300 135 819
coreprojects.com.au

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