



LANDCOM

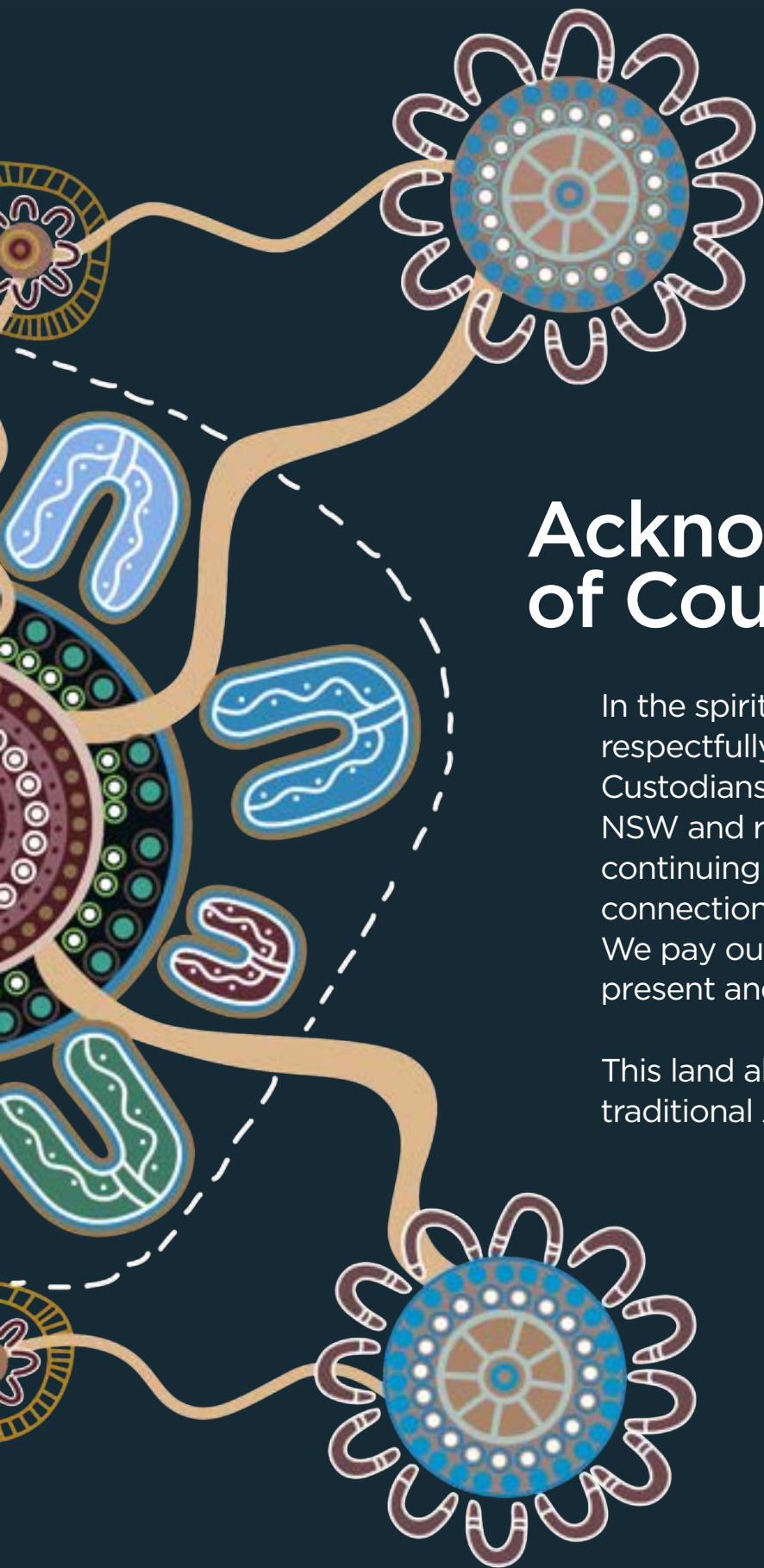
Innovate Reconciliation Action Plan

November 2024 – November 2026



RECONCILIATION
ACTION PLAN

INNOVATE



Acknowledgement of Country

In the spirit of reconciliation, Landcom respectfully acknowledges the Traditional Custodians of Country throughout NSW and recognises and respects their continuing cultural heritage, beliefs and connection to land, sea and community. We pay our respects to Elders past, present and emerging.

This land always was and always will be traditional Aboriginal land.

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Our RAP artwork

Our Reconciliation Action Plan (RAP) artwork, *Connecting with Country*, was designed by First Nations artists Luke Penrith and Nioka Marlowe.



About the artwork

The artwork beautifully embodies Landcom's deep commitment to reconciliation with Aboriginal communities and its ongoing dedication to fostering a genuine connection with Country. It symbolises the organisation's ambitious goals of enhancing the availability, affordability and variety of housing options, all while striving to build vibrant and sustainable communities that respect and nurture the environment.

This concept was developed during a team meeting with Nioka, Luke and Landcom staff. A strong theme that emerged from this brainstorming session was the importance of caring for Country, emphasising respect, collaboration and connection to enhance how Landcom creates housing communities throughout NSW.

Centre Circle: The Head Office at Landcom Parramatta, where the inception, planning and delivery of sustainable homes that consider Country and its people happens.

Thick wavy lines: Landcom's journey to caring for Country, strengthening relations, connecting with Country and embedding First Nations cultures.



Large Meeting Places: Current communities established by Landcom that are thriving.

Small Meeting Places: Landcom workers collaborating with First Nations people and communities in the beginning phase of their creation.

Thin wavy lines: Landcom's journey to implementing its RAP and how it has become intertwined from beginning to end.

About the artists

Nioka Marlowe

Nioka Marlowe is a proud Wiradjuri woman, deeply connected to her Country in Tumut, NSW, where she was born and raised. Her strong connection to this Country informs her identity and artistic expression.

As a multi-disciplinary artist and modern storyteller, Nioka shares rich narratives through media such as hand-painted and hand-drawn digital art on canvas, furniture and pottery.

The foundation of Nioka's artistic inspiration lies in her family, the landscapes of Country, and the stories and traditional knowledge shared by her Elders. These influence and enrich her works, adding layers of meaning and cultural significance.

Nioka's art is often a powerful medium for education and fostering community cohesion. Her pieces welcome everyone to access, connect with and celebrate the vibrant history and traditions of Aboriginal culture.

With deep listening and understanding, Nioka crafts distinct artworks that enhance everyday spaces while sparking meaningful conversations and connections among people.



Luke Penrith

A modern contemporary artist, Luke is a proud Aboriginal man of the Wiradjuri people with cultural and family ties to the Yuin, Wotjoboluk, and Gumbaynggirr Nations. His art reflects what he can see, hear, smell and touch, and is strongly influenced by lore, culture and heritage.

Luke has spent 18 years working within Aboriginal Affairs, six years in elite sports administration for the AFL, and 11 years in the employment and training industry supporting and mentoring Aboriginal job seekers. Throughout his career, Luke has focused on building a foundation and work ethic in Aboriginal communities to grow and secure long-term careers in their chosen industries.



Message of commitment from the CEO

Taking action on our commitment

Launching this Innovate RAP is a step we are very proud to take on our reconciliation journey at Landcom. It marks our renewed commitment to contributing to a just and equitable Australia.

To be an Innovate RAP, it has to do more than strategise and make commitments. While Reconciliation Australia gives us a structured approach to advancing reconciliation, it is up to us how we deliver local, meaningful change. This Innovate RAP means gaining a deeper understanding of our sphere of influence and piloting strategies that will drive long-term, positive change. It is an opportunity for us to strengthen relationships with First Nations communities, empower our workplace as a reconciliation driver, and bring our commitments to life.

At Landcom, coming up with innovative ideas to get better outcomes for communities is foundational to our work. But we cannot lead in this space without learning. We recognise that Aboriginal and Torres Strait Islander peoples are the First Peoples of NSW and the nation, and we respect First Nations knowledge in the way we build communities and care for Country. Integrating this knowledge is essential to doing our part for reconciliation and getting the best outcomes in housing for all Australians, such as through our Connecting with Country Framework. In this next phase, we will see this framework implemented across our current and future projects, along with education for staff on its importance.

Our Reflect RAP guided us through listening and learning activities so we could develop informed reconciliation strategies, policies and plans for long-term relationships and outcomes. In 2023, we partnered with First Nations business Stonecrab to develop our first Aboriginal and Torres Strait Islander Employment

Strategy. This document is the basis for attracting and retaining First Nations staff who want to work in a culturally responsive, respectful workplace – one that values their career development and success. Together with renewed and improved anti-discrimination and anti-racism initiatives for Landcom under the Innovate RAP, we look forward to increasing First Nations representation at Landcom in a culturally safe workplace that respects, values and celebrates First Nations people and cultures.

Creating more housing across NSW is our key focus and this depends on having a deep understanding of local needs. We cannot do this without strong relationships with Traditional Owners who help us understand our potential for making an impact. The Innovate RAP framework of relationships, respect and opportunities will help us to turn our good intentions into action.

Reconciliation Australia has guided and endorsed this important document for our organisation, and we are grateful for their support. I would like to extend thanks to our Reconciliation Action Plan Collaborative, Landcom staff and Ngurra Advisory, who have worked hard and partnered positively to bring this document to life. As an organisation, it is clear we are dedicated to realising a nation that recognises, celebrates and respects Aboriginal and Torres Strait Islander peoples as First Australians. The next two years will bring many opportunities for everyone at Landcom to play their part in reconciliation and bring this vision to life.



A handwritten signature in black ink that reads "Alexander Wendler".

Alexander Wendler
Chief Executive Officer
Landcom

Message from Landcom Executive General Managers

Why we champion our RAP

As an Executive General Manager at Landcom responsible for delivering our projects on the ground, our RAP is a very important guiding document. It lays out how we recognise Aboriginal and Torres Strait Islander peoples and how we deliver our response to reconciliation and caring for Country as a property developer.

On a personal note, my view is that reconciliation is the only way forward as a nation. The Uluru Statement from the Heart resonates with me strongly. I believe that implementing 'Voice, Truth, Treaty' is a pathway to achieving equity and kindness for all Australians and working towards a future marked by collaboration and mutual respect.

Landcom's commitment to nurturing genuine and respectful relationships with Aboriginal and Torres Strait Islander peoples is foremost in our minds and our RAP guides us in creating a workplace culture that reflects the principles of reconciliation.



Tasha Burrell

Executive General Manager, Projects
Landcom



As an Executive General Manager in Landcom, the RAP holds profound personal significance. It represents our commitment to nurturing genuine and respectful relationships with Indigenous communities.

As well as fulfilling corporate responsibilities, the RAP resonates with me on a personal level as it aligns with my values of social responsibility and leadership.

The RAP provides a framework for promoting inclusivity, diversity and understanding, creating a workplace culture that reflects the principles of reconciliation.



Nick Lennon

Executive General Manager, Projects
Landcom



Message from Reconciliation Australia CEO

Innovate RAP

Reconciliation Australia commends Landcom on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Landcom to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Landcom will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Landcom is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Landcom's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Landcom on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



About Landcom

Landcom is a NSW Government-owned land and property development organisation.

Landcom makes a positive difference in people's lives across NSW as a commercial business by increasing housing supply, affordability and diversity, and creating sustainable communities.

Supplying home sites through the delivery of sustainable masterplanned communities and development projects, Landcom focuses on expanding the stock of affordable and diverse housing to achieve both public outcomes and financial benefits for the people of NSW.

Our work as masterplanners and land developers means we have an important link to Traditional Owners.

We are always working on Country and are aware of the intrinsic connection that Aboriginal and Torres Strait Islander peoples have with the land, continuing tens of thousands of years of custodianship.

Our head office is on the traditional lands of the Burrumattagal people of the Dharug nation. We have 191 staff members, and 1.6% of our staff cohort identify as Aboriginal and/or Torres Strait Islander people.

Over the past 47 years, we have established more than 33 communities throughout NSW. These communities serve as a platform for promoting awareness about reconciliation and instigating meaningful change. We are committed to continuing this work over the next two years as we progress our reconciliation journey and implement our Innovate RAP.

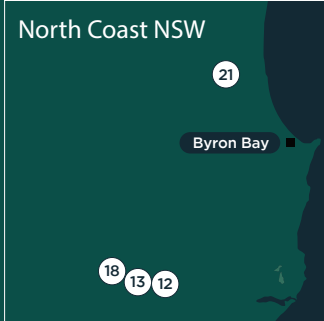


Landcom Projects in NSW

- 1 Austral
- 2 Bella Vista (SMNWP)*
- 3 Bomaderry (South Coast build-to-rent)
- 4 Bulli
- 5 Castle Hill (SMNWP)*
- 6 Cherrybrook (SMNWP)*
- 7 Edmondson Park (Town Centre and Station Road)
- 8 Epping (SMNWP)*
- 9 Fennell Bay
- 10 Garden Suburb (Hillsborough)
- 11 Glenfield

- 12 Goonellabah – Bristol Circuit
- 13 Goonellabah – Cynthia Wilson Drive
- 14 Hillcroft (Claymore)
- 15 Hills Showground (SMNWP)*
- 16 Kellyville (SMNWP)*
- 17 Lachlan’s Line
- 18 Northern Rivers build-to-rent
- 19 Macarthur Gardens North
- 20 Macarthur Heights
- 21 Mullumbimby
- 22 Newbrook (Airds)
- 23 North Tuncurry
- 24 Norwest (SMNWP)*
- 25 Orange
- 26 Panorama (North Wilton)
- 27 Queenscliff
- 28 Riverstone

25 Orange



*Sydney Metro North West Places

Our values

Our people are critical to reaching our ambitions and achieving our goals. Landcom staff have diverse skills and experience, combined with a strong drive to make NSW a better place. Our work is guided by our values:

Embrace
challenges
to deliver
outcomes



Excel
through strong
relationships



Bring
an enterprising
spirit



Our vision for reconciliation

At Landcom our vision for reconciliation is a nation that recognises, celebrates and respects Aboriginal and Torres Strait Islander peoples as First Australians.

- create communities that elevate and reflect the voices of Aboriginal and Torres Strait Islander peoples.

Over the next two years, our Innovate RAP confirms our commitment to:

- continue to develop and strengthen respectful relationships
- be a culturally inclusive and safe organisation
- create and foster opportunities

As we continue our RAP journey, we commit to implementing initiatives that advance reconciliation. We will build connections with Aboriginal and Torres Strait Islander communities and like-minded organisations – those who share our vision for reconciliation and getting positive outcomes for our organisation, clients and communities.

Our Reconciliation Action Plan

Our Innovate RAP seeks to continue our reconciliation journey for the next two years. It focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples and engaging staff and stakeholders in reconciliation. It also commits us to developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

We have been working collaboratively over the past 12 months to develop our new RAP. We have developed the Innovate RAP with input and guidance from First Nations consultancy, Ngurra Advisory.

Our RAP includes the voices and perspectives of over 40 internal and external representatives, including key members of the Landcom executive leadership team, RAP Collaborative and key staff, taking place through:

- cultural awareness and a reconciliation reflection survey
- one-on-one staff yarns
- RAP Collaborative and senior executive meetings.

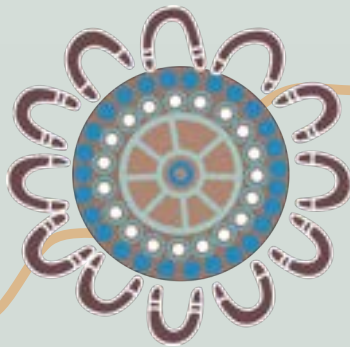
We have incorporated this feedback into the relevant pillars, allowing Landcom to focus on strategies and define measurable goals for the Innovate RAP.

The RAP also sets out our formal commitment on how we will entrench reconciliation activities into our business and demonstrate our approach to working with First Nations people, communities and organisations to:

- foster and nurture meaningful and respectful relationships
- recognise and celebrate First Nations cultures 365 days a year
- increase our cultural capability
- create more opportunities and contribute to economic prosperity for First Nations people, businesses, and communities.

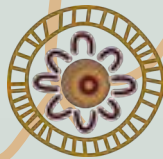


Our journey so far



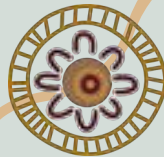
2021

Engaged Murawin Consultants to help guide our Reflect RAP journey.



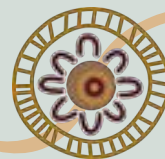
2022

Commissioned Artwork, Our Journey, by Danielle Mate.



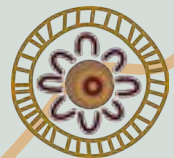
2022

Launched Reflect RAP.



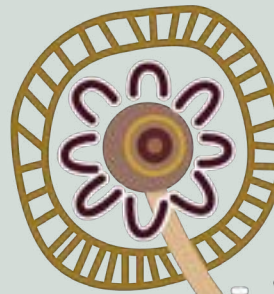
2023

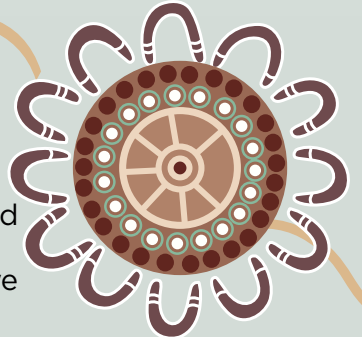
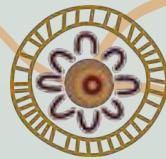
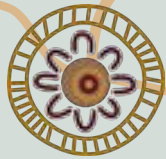
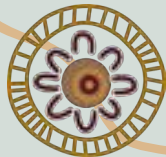
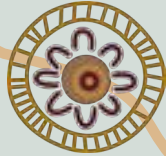
Engaged Stonecrab to review and develop procurement and employment strategies.



2023

Engaged Ngurra Advisory to assist in the development of the new Innovate RAP.





2024

Cultural Immersion Art Workshop for the Landcom RAP Collaborative with Dalmarrri.

2024

Cultural Leadership Camp - an on-Country experience for our senior leadership team.

2024

Hosted Terri Janke and Co. for Indigenous Cultural and Intellectual Property workshops.

2024

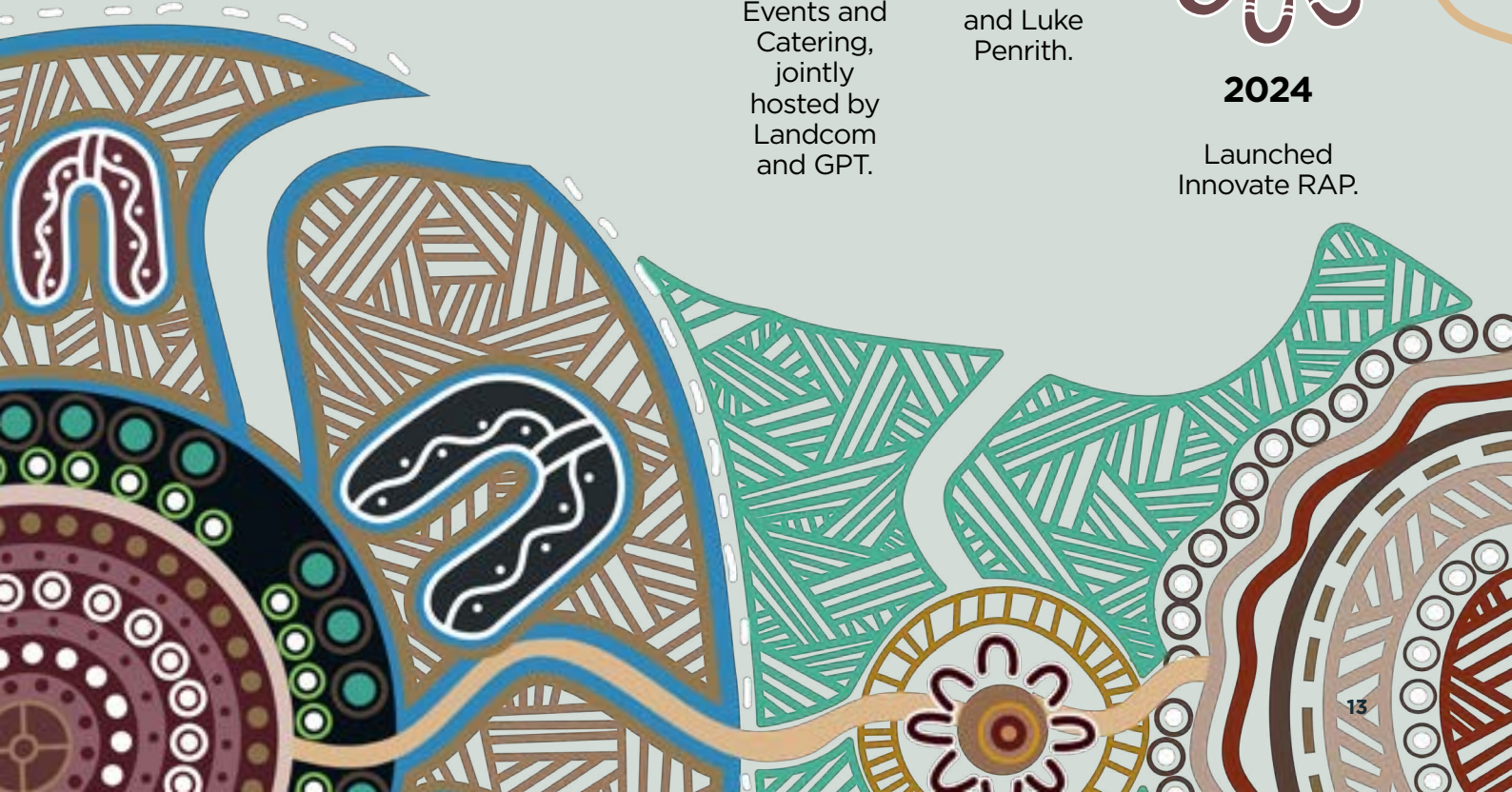
Cultural Immersion Native Food Workshop with Plate Events and Catering, jointly hosted by Landcom and GPT.

2024

Commissioned Artwork by Nioka Marlowe and Luke Penrith.

2024

Launched Innovate RAP.



RAP Collaborative

Our RAP Collaborative Chair, Abbie Jeffs, and the RAP Collaborative (our working group) will oversee the implementation and monitoring of RAP initiatives.

The RAP Collaborative includes members from across the business who represent various key streams and meet every four weeks.

Members of the RAP Collaborative

- Abbie Jeffs – Chair (Director, Communications & Engagement)
- Bradley Rehn (Senior Development Manager)
- Carina Carter (Senior Solicitor)
- Chris Tweedie (People & Culture Advisor)
- Emma Hulse (Social Sustainability Officer)
- How Lim Ng (Commercial Partner)
- Mark Moeller (Senior Manager, Land & Asset Management)
- Monica Mcsheffrey (Social Sustainability & Partnerships Manager)
- Nicholas Lennon (Executive General Manager, Projects)
- Sebastian Lax (Development Manager)
- Shannon O’Connell (Strategic Communications Manager)
- Tasha Burrell (Executive General Manager, Projects)
- Toby Meredith (Senior Development Manager)
- Hubert Dumont (Senior Development Manager)
- Aunty Julie Jones, Dharug Custodian and Knowledge Holder



RAP highlights

Case Study 1: First Nations Employment Strategy

Landcom commits to meaningful and sustainable outcomes for Aboriginal and Torres Strait Islander peoples and communities. This commitment is part of our reconciliation journey and our broader approach to human rights within our Sustainable Places Strategy.

In 2023, we partnered with Stonecrab to develop our first Aboriginal and Torres Strait Islander Employment Strategy.

The strategy is a key commitment under our Innovate RAP 2024–2026 and aims to create a culturally safe, inclusive workplace that supports the diverse skills and experiences of Aboriginal and Torres Strait Islander peoples.

The strategy is structured around three key focus areas:

- shaping the Landcom Aboriginal and Torres Strait Islander peoples value proposition.
- creating culturally safe workspaces.
- building impact through partnerships.

The strategy aims to increase our employment and career opportunities for Aboriginal and Torres Strait Islander peoples and support their career development within an organisation that is safe, positive and uplifting.

The executive committee endorsed this strategy in July 2024. We will implement it as part of our Innovate RAP.

We are excited to embark on this journey and show our support to Aboriginal and Torres Strait Islander communities. Our goal is to achieve shared, sustainable, and meaningful outcomes and become an employer of choice for Aboriginal and Torres Strait Islander peoples.





Case Study 2: Dharug Custodian Aboriginal Corporation

In collaboration with the Dharug Custodian Aboriginal Corporation, we created a series of videos that document Dharug people's rich knowledge, history and culture. These videos are a powerful way to share the stories of Sydney's First Peoples with broader audiences.

By integrating technology, culture and education, we foster a more collaborative approach to learning and provide a platform for Dharug Traditional Custodians to communicate their narratives in their own voices. Captured in these videos are memories, culture, and knowledge, passed down from generation to generation. They provide an opportunity to preserve the past while building a more inclusive and understanding future.

The series of six short videos explores the following topics:

- a Welcome to Country, including information about the history and culture of the Dharug people.
- creation story of the Dyarubbin and Dreamtime to share Dharug people's traditions and beliefs.
- the importance of connection to Country and how culture shapes how Dharug people interact with the environment.

The videos feature three generations: Leanne Watson Redpath, her daughter Rhiannon Wright, and granddaughter Zara Wright. Artwork by Leanne, and music by Dharug musician, Oonagh Sherrard, are featured throughout.

Landcom and the Dharug Custodian Aboriginal Corporation will share these videos to educate and increase understanding of culture. In addition, the Sydney Metro Northwest Places program will embed the knowledge and stories by featuring them in placemaking initiatives delivered by Landcom.

Case Study 3: First Nations Working Group

Over the next 25 years, we aim to create an affordable, sustainable, and resilient precinct at North Wilton, with about 5,600 homes, including 10% designated for affordable housing. The North Wilton precinct, which covers 871 hectares, includes roughly:

- 360 hectares of an Environmental Conservation Area
- 52 hectares of high-quality open space.

It is important we follow the Connecting with Country Framework in the North Wilton project's planning, design and implementation. So we respond appropriately to Country, we have established a First Nations Working Group to ensure First Nations voices are heard throughout the project lifecycle.

A working group has been formed in partnership with Aboriginal consultancy Zion Engagement and Planning. It includes local Elders, Traditional Owners, community groups, community representatives, and

individuals with strong connections and experience working with the community in South West Sydney.

Our project team meets with the seven members every two months to exchange information, discuss project issues, and enhance their understanding of Country.

The working group has been established with mutual benefit in mind. North Wilton will greatly benefit from the perspectives and knowledge of the group. Another objective of the working group is to empower its members to actively advocate for outcomes that benefit Country in future projects as representatives of their community.

This year, the group has met four times, including two walks on Country. The group's direct input has significantly influenced the neighbourhood planning process. Other topics of discussion include the protection of Aboriginal heritage in the conservation area, tree management on site, pest management and future species selection.



Learnings and challenges on our RAP journey

Our Reflect RAP allowed us to take strategic and meaningful steps to advance reconciliation.

While we have made significant progress towards our RAP commitments, we acknowledge that certain aspects need improvement.

Workforce diversity

Many organisations are committed to engaging with Aboriginal and Torres Strait Islander peoples. Providing employment opportunities is a key part of this engagement, but genuine inclusion is about more than simply creating employment opportunities.

At Landcom, out of 191 staff, only 1.6% identify as Aboriginal and/or Torres Strait Islander peoples. We acknowledge that this representation needs to be proportionally higher. Over the next two years, we are dedicated to cultivating an inclusive workplace with increased Aboriginal and Torres Strait Islander workforce representation across all classification levels and in all business areas.

We will do this through:

- training for senior leaders to better understand how to attract and retain Aboriginal and Torres Strait Islander employees
- increasing cultural learning opportunities for staff to create a workplace that embraces diversity and respects and supports Aboriginal and Torres Strait Islander peoples and cultures
- creating an employment strategy that addresses the recruitment, employment pathways, retention, and professional development of Aboriginal and Torres Strait Islander peoples
- improving access to Landcom job opportunities for Aboriginal and Torres Strait Islander job seekers.



Supplier diversity

Supplier diversity happens when we procure goods and services from underrepresented groups in the supply marketplace.

We have experienced challenges with our spend targets for Aboriginal and Torres Strait Islander businesses.

We understand the advantages of providing procurement opportunities for Aboriginal and Torres Strait Islander people. These opportunities empower Aboriginal and Torres Strait Islander businesses to enhance their economic prosperity.

We are aware that Aboriginal and Torres Strait Islander businesses are 100 times more likely to employ Aboriginal and Torres Strait Islander people. By supporting these businesses, we can help create positive community benefits by eliminating barriers and fostering a positive cycle of social and economic empowerment.

We will do this through:

- developing a strategy that removes barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses
- implementing mechanisms to track and monitor spend with Aboriginal and Torres Strait Islander businesses across our teams and projects
- setting ambitious targets to engage more than 20 Aboriginal and Torres Strait Islander businesses throughout our supply chain.

Deep engagement and authentic co-design

Given our work on Country, our intent is to build strong relationships through our projects. We aim to do this by engaging in a genuine and meaningful way with Aboriginal and Torres Strait Islander people in their many roles as Traditional Owners, landholders, business partners, customers and employees, and learning from them.

We acknowledge that there is room for improvement in this area. We understand the importance of amplifying the voices of Aboriginal and Torres Strait Islander peoples in our work, especially when building communities. We have a deep respect for and value the cultures of Aboriginal and Torres Strait Islander peoples, and we are committed to integrating their knowledge and diverse perspectives into our work.

We will do this through:

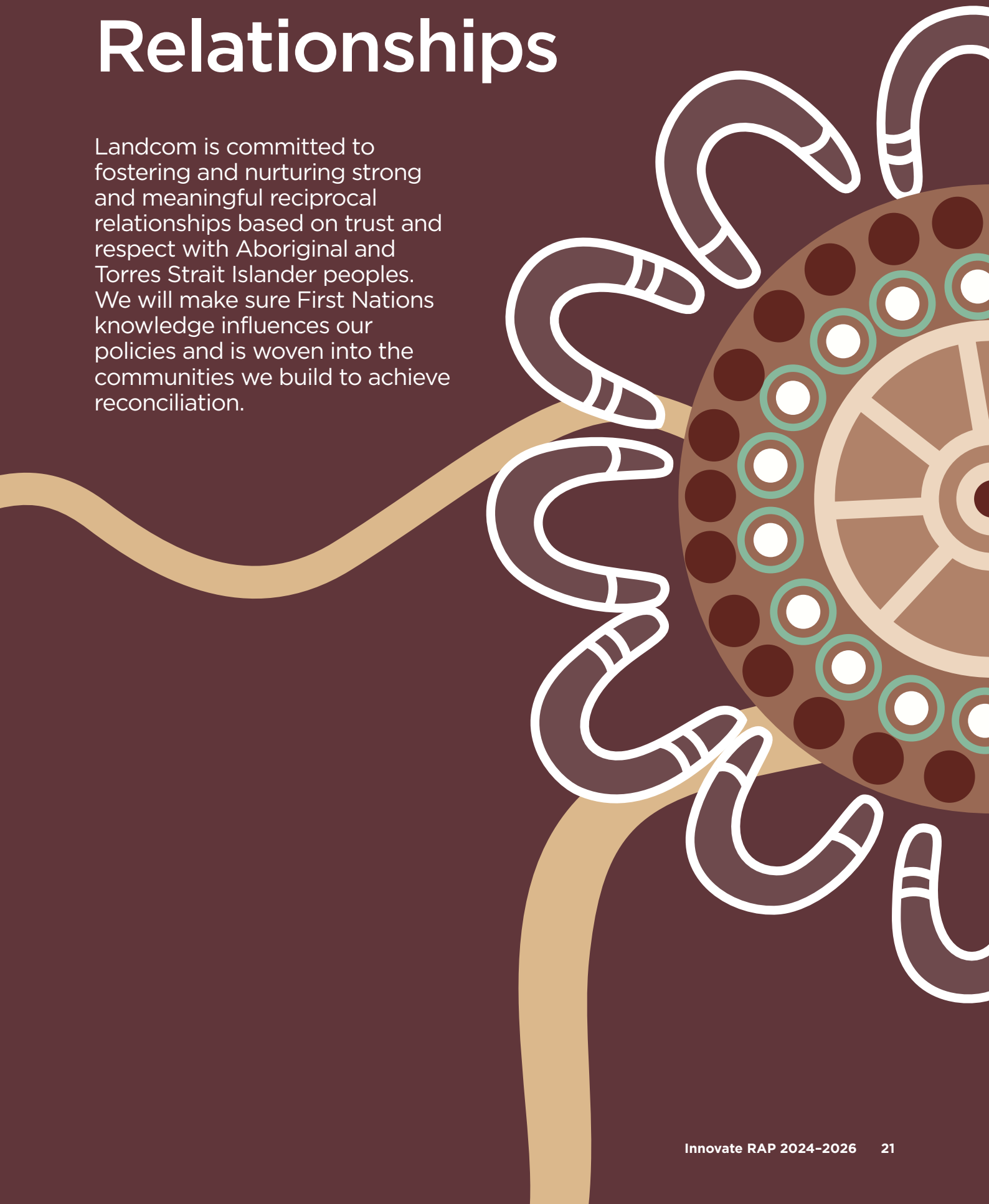
- establishing and maintaining strong relationships with Aboriginal and Torres Strait Islander organisations and communities
- the development of guiding principles to engage with Aboriginal and Torres Strait Islander peoples and communities effectively and respectfully
- implementing and integrating our Connecting with Country Framework.





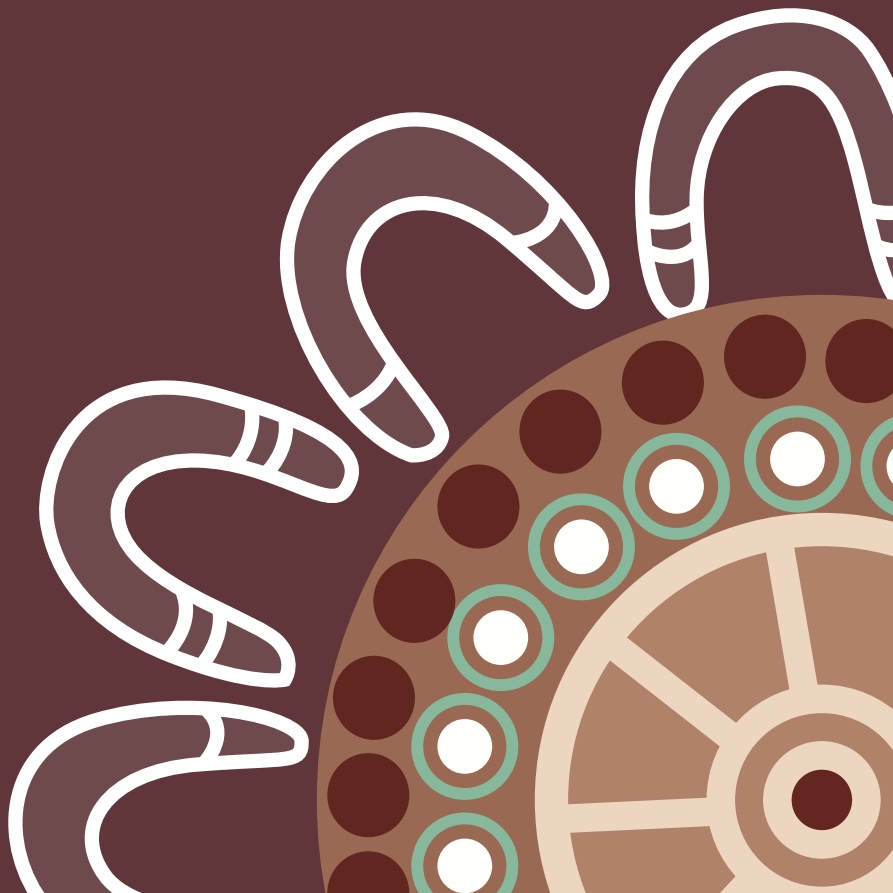
Relationships

Landcom is committed to fostering and nurturing strong and meaningful reciprocal relationships based on trust and respect with Aboriginal and Torres Strait Islander peoples. We will make sure First Nations knowledge influences our policies and is woven into the communities we build to achieve reconciliation.



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.	June 2025	EGM Communications & Strategy
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2025	EGM Communications & Strategy
	Conduct an annual review of the relationships, organisations, communities, advisory and working groups we engage with to ensure they are mutually beneficial.	December 2025; 2026	EGM Communications & Strategy
	Maintain at least two formal relationships with Aboriginal and Torres Strait Islander communities or organisations.	September 2026	EGM Communications & Strategy
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025; 2026	EGM Communications & Strategy
	RAP Collaborative members to participate in an external NRW event.	27 May-3 June 2025; 2026	EGM Projects A & B
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2025; 2026	CEO
	Organise at least one NRW event each year.	27 May-3 June 2025; 2026	EGM Communications & Strategy
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2025; 2026	EGM Communications & Strategy
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	December 2024	EGM Communications & Strategy
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	April 2025	EGM Communications & Strategy
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2026	EGM Communications & Strategy
	Build awareness of our commitment to reconciliation through our employee onboarding process.	December 2025	EGM People & Culture
	Internally and externally promote and celebrate dates of significance.	November 2025; 2026	EGM Communications & Strategy
	Identify opportunities to share Landcom's reconciliation journey at external industry forums.	November 2026	EGM Communications & Strategy
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2025; 2026	EGM Communications & Strategy

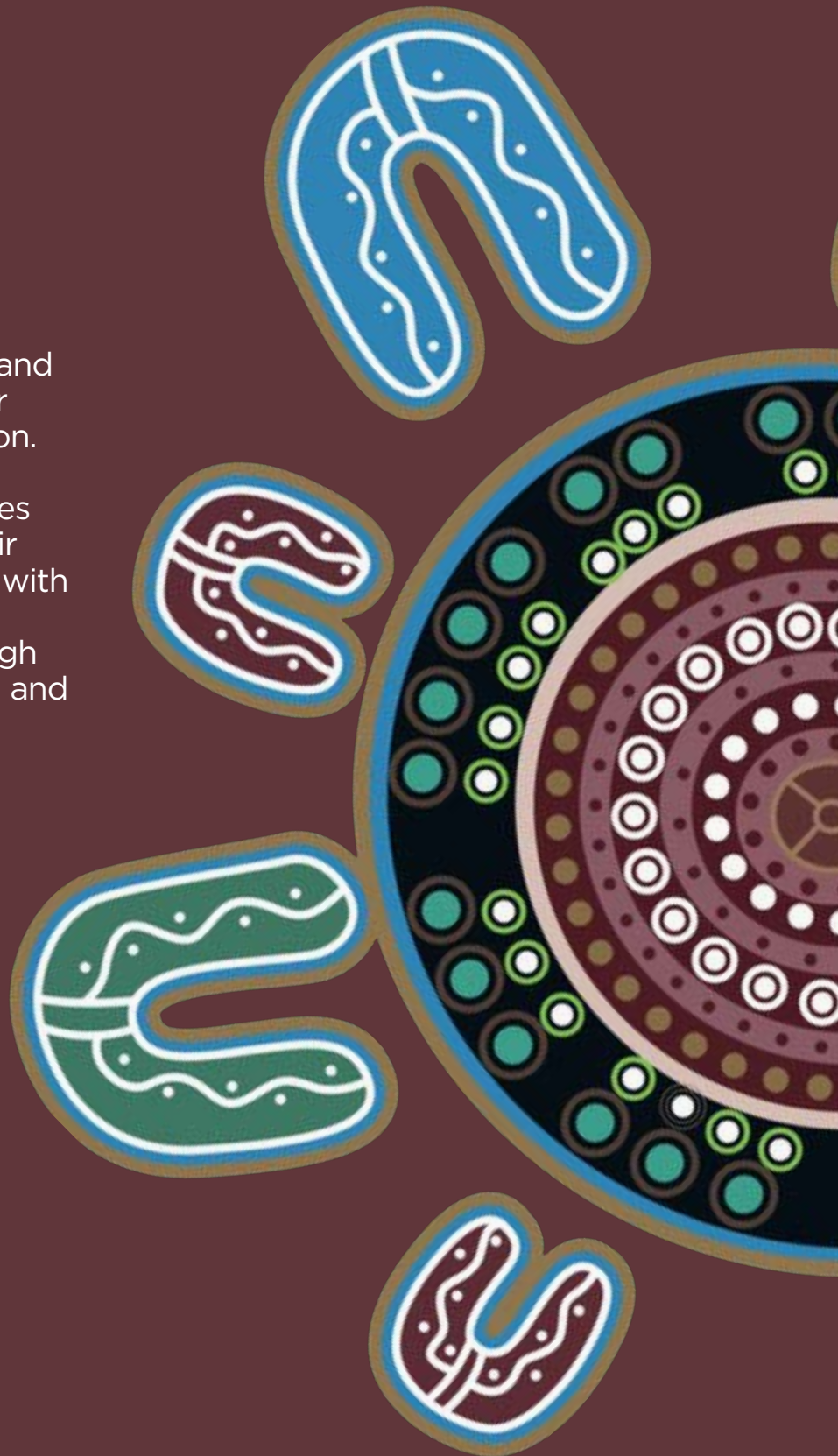
Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2025	EGM People & Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2026	EGM People & Culture
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2026	EGM People & Culture
	Educate senior leaders on the effects of racism.	September 2025	EGM People & Culture



Respect

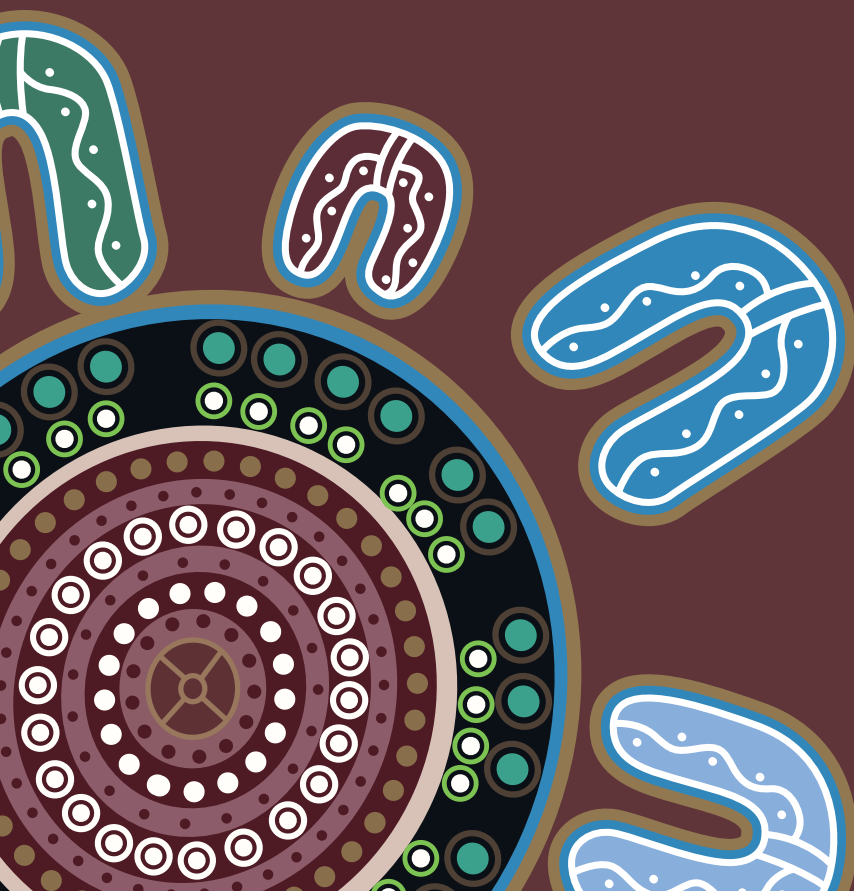
Enhancing awareness and demonstrating respect for Aboriginal and Torres Strait Islander cultures, histories, and experiences is crucial to our journey toward reconciliation.

We will provide opportunities for our staff to enhance their understanding and engage with Aboriginal and Torres Strait Islander communities through cultural learning, immersion and events.



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.	June 2025	EGM People & Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2025	EGM People & Culture
	Develop, implement and communicate a cultural learning strategy document for our staff.	December 2025	EGM People & Culture
	100% of permanent staff to undertake Landcom online Cultural Learning Program.	October 2025; 2026	EGM People & Culture
	Provide opportunities for RAP Collaborative members, People & Culture managers and other key leadership staff to participate in formal and structured cultural learning.	November 2026	EGM People & Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2025	EGM People & Culture
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	27 May-3 June 2025; 2026	EGM People & Culture
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	27 May-3 June 2025; 2026	EGM Projects A & B
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	27 May-3 June 2025; 2026	EGM Communications & Strategy
	Display recognition and Acknowledgment of Country plaques or signage across all existing and new Landcom assets.	May 2025; 2026	EGM Projects A & B; EGM Built Form
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Collaborative to participate in an external NAIDOC Week event.	First week in July 2025; 2026	EGM Projects A & B
	Review People & Culture policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025	EGM People & Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025; 2026	Executive Committee

Action	Deliverable	Timeline	Responsibility
8. Implement, educate and promote our commitment to embed Connecting with Country principles across Landcom projects.	Implement Landcom's Connecting with Country Framework across new and existing projects.	March 2025	EGM Projects A & B; EGM Built Form
	Build awareness with staff by hosting at least two information and learning sessions and circulating educational resources to staff via our internal channels.	December 2025	EGM Communications & Strategy
	Educate and inform our key contractors and partners about the significance of respecting and caring for Country through our induction process.	December 2025	EGM Projects A & B; EGM Built Form
9. Implement and communicate our commitment to Indigenous Cultural and Intellectual Property (ICIP).	Educate staff on ICIP and the importance of protecting Indigenous rights, traditional arts and culture through targeted training sessions.	December 2025	EGM Legal & Compliance
	Implement contract clauses in Landcom's contract templates to ensure ICIP is respected and legally protected.	December 2025	EGM Legal & Compliance
	Adopt and implement an ICIP Protocol which will guide Landcom and its staff to ensure ICIP is treated with respect.	December 2026	EGM Legal & Compliance



Opportunities

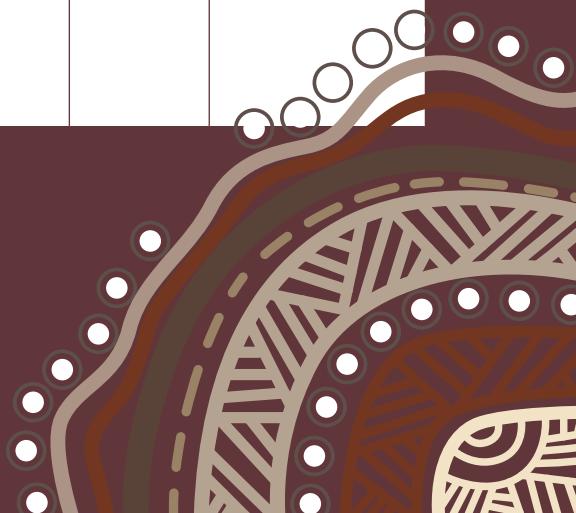
We acknowledge the role Landcom plays in creating opportunities for Aboriginal and Torres Strait Islander peoples and organisations.

We are dedicated to creating opportunities for Aboriginal and Torres Strait Islander peoples and businesses in the areas of education, training, employment, and procurement. This commitment is not just about providing opportunities, but also about respecting and valuing the distinct perspectives and contributions of First Nations peoples, which is at the core of our values and goals.



Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	EGM People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2025	EGM People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025	EGM People & Culture
	Review human resources (HR) and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	EGM People & Culture
	Create an external Landcom Aboriginal and Torres Strait Islander presence and value proposition.	December 2025	EGM People & Culture
	Develop partnerships for secondment opportunities and an education-to-employment pathway with external organisations.	December 2026	EGM People & Culture
	Senior leaders to undertake training to better understand how to attract and retain Aboriginal and Torres Strait Islander employees.	June 2026	EGM People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2026	EGM People & Culture

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Celebrate and promote Indigenous Business Month annually.	October 2025; 2026	EGM Finance & Commercial
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2025	EGM Finance & Commercial
	Review and update the Aboriginal and Torres Strait Islander Procurement policy.	June 2025	EGM Finance & Commercial
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2025	EGM Finance & Commercial
	Investigate Supply Nation, NSW Indigenous Chamber of Commerce and Yarpa NSW Indigenous Business and Employment Hub membership.	June 2025	EGM Finance & Commercial
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2026	EGM Finance & Commercial
	Establish at least one commercial relationship with Aboriginal and/or Torres Strait Islander business.	October 2026	EGM Finance & Commercial
	Engage more than 20 Aboriginal and Torres Strait Islander businesses throughout our supply chain.	October 2026	EGM Finance & Commercial



Governance

We understand the importance of reporting RAP achievements, challenges and learnings to establish strong governance, promote accountability and improve transparency.

We are dedicated to advancing meaningful consultation and effective governance processes to guide the implementation of the RAP.

While it is important to report our progress to Reconciliation Australia, our primary accountability is to the community.



Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Collaborative to drive governance of the RAP.	Establish and apply a Terms of Reference for the RAP Collaborative.	December 2024	EGM Communications & Strategy
	Meet at least four times per year to drive and monitor RAP implementation.	Quarterly from December 2024	EGM Communications & Strategy
	Maintain Aboriginal and Torres Strait Islander representation on the RAP Collaborative.	February 2025; 2026	EGM Communications & Strategy
13. Provide appropriate support for effective implementation of RAP commitments.	Appoint and maintain an internal RAP Champion from senior management.	December 2024; 2025	CEO
	Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2024; 2025	EGM Communications & Strategy
	Define resource needs for RAP implementation.	February 2025; 2026	EGM Communications & Strategy
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2025; 2026	EGM Communications & Strategy
14. 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	EGM Communications & Strategy
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	EGM Communications & Strategy
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	EGM Communications & Strategy
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly from November 2024	EGM Communications & Strategy
	Publicly report our RAP achievements, challenges and learnings, annually.	November 2025; 2026	EGM Communications & Strategy
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	EGM Communications & Strategy
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2026	EGM Communications & Strategy
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	EGM Communications & Strategy

For enquiries about Landcom's RAP please contact:

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