



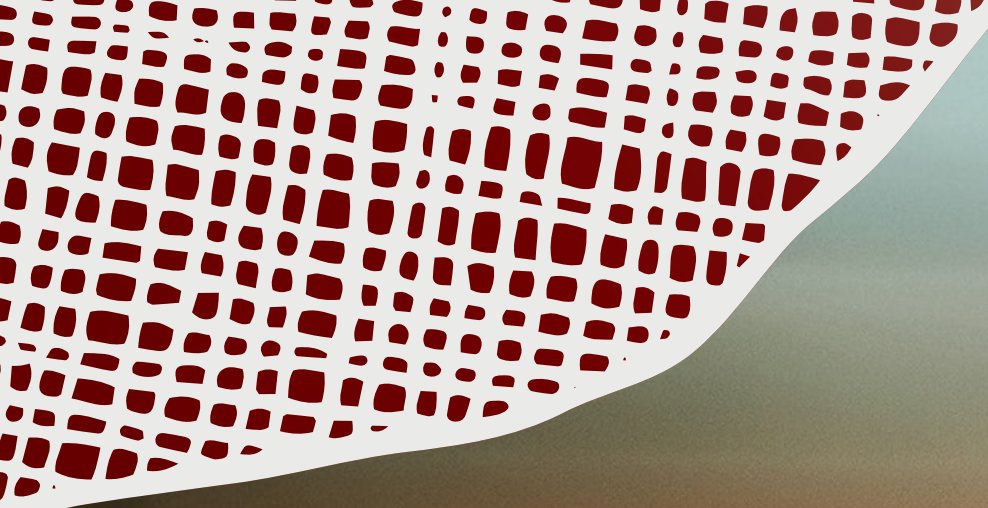
Innovate  
**Reconciliation  
Action Plan**

December 2020 - November 2022



Stockland





**Gubbi Gubbi Dance group**

Brent Miller and Jaqueline, Keran and Keenan Sandy





# Our Vision for Reconciliation

## Building a future together

At Stockland, we imagine a future where all Australians are united by our shared past, present and future. Where our employees, our customers, our partners and our tenants understand and appreciate the cultural values they bring. Where our assets and project teams seek out the views of Aboriginal and Torres Strait Islander landowners because it makes our projects and our outcomes better. And where we actively promote the participation and career development of Aboriginal and Torres Strait Islander peoples within our business because it makes Stockland, and our society, more sustainable. This is our vision for reconciliation.



# Artist and Design



## Maurice Mickelo

Maurice was born at Cherbourg Aboriginal settlement in the 1960s, one of seven children, his father's tribe was Kungalou from the Dawson River to Blackwater area. He was a railway worker, so he had the opportunity to travel to a few places. His mother's tribe was Kabbi-Kabbi from the Sunshine Coast area.

He started painting at the age of 10 years and had his uncles teaching him Aboriginal art when he was in his teens. He listened to the stories they told him about the Dreamtime and the lores about looking after the wildlife and land. All his paintings are about these things and the Elders.

He worked with his grandfather in his twenties, making boomerangs and other artifacts. Later, he joined three other artists to form a business called Bralbin Arts, working from Cherbourg to Noosa. Maurice has also worked as a Murri ranger at Cherbourg where he learnt about the history and how it connected all tribes around Australia.



# CEO Statement

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

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Stockland continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Stockland will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Stockland using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Stockland to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Stockland will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Stockland's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Stockland on your third RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



# Managing Director & CEO message

Stockland is proud to recognise, embrace and celebrate Australia's First Nations peoples and their rich and unique cultural contribution to Australia. Our business has a deep connection to place, something we share with the world's longest living culture. As community builders, we know our participation in the Reconciliation Action Plan process can help to create a future that values, respects and celebrates Australia's First Peoples and contributes to meaningful reconciliation.

We recognise the hardship Aboriginal and Torres Strait Islander people have faced since the European colonisation of Australia; ranging from the loss of traditional culture, language and homelands, to the forced removal of children, and denial of citizenship rights.

Stockland, and all of Australia, will be better by recognising and understanding this painful history, while doing all we can to celebrate and preserve the enduring cultures, languages and identities of all First Nations peoples. We each have a responsibility to do our part.

As an organisation, I know first-hand just how much we've learnt since our first Reflect Reconciliation Action Plan (RAP) in 2014.

This learning has shaped all of us and built a strong workplace culture of respect and inclusion, providing us with the opportunity to progress our commitments to reconciliation through the development of our first Innovate RAP (2017-19).

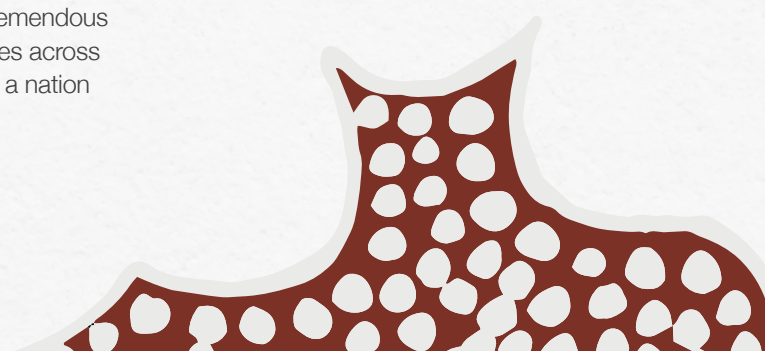
But we know this is just the beginning. Our society is confronted daily by the tremendous inequality facing Aboriginal and Torres Strait Islander individuals and communities across the country. This inequality serves as a continuous reminder for all of us that as a nation we have a huge amount to do if we are to achieve meaningful reconciliation.

At Stockland, we know we have a responsibility to do more. Our second Innovate RAP (2020-22) is shaped by this knowledge and everything we've learnt since 2014. It sets out our commitment to deepen our understanding of our shared histories, cultures, and achievements and explore ways we can contribute to reconciliation in Australia, so that it becomes a part of our everyday thinking and our actions. It also enables us to further embed the learnings and opportunities gained from our experiences in achieving our previous RAP actions.

Central to achieving our vision for reconciliation is achieving meaningful partnership with Traditional Owners and Aboriginal and Torres Strait Islander networks. Underpinning our efforts are three key pillars: Relationships, Respect and Opportunities.

If we can do our part to advance meaningful and sustainable opportunities for Australia's First Peoples through our RAP commitments and actions, we will be making a real difference.

**Mark Steinert**  
Managing Director & CEO







# Our Business

Stockland was founded in 1952 with a vision to ‘not merely achieve growth and profits but to make a worthwhile contribution to the development of our cities and great country’. It is this recognition, that business has more to offer society than profits alone, that has seen us endure. Today, we shape places that celebrate diversity and enable a better, more inclusive way to live every day.

Stockland is Australia’s largest diversified property group, with offices in Sydney, Melbourne, Perth, Brisbane and the Sunshine Coast. As a real estate owner, manager and developer, we have the opportunity and responsibility to create the right balance of social, environmental and economic conditions for our communities, customers and investors now and into the future. We have a responsibility to build a culture of respect and exchange, acknowledging and embracing the varied and rich cultures of First Nations peoples and communities.

We make a worthwhile contribution to enriching and connecting communities across the country by creating leading residential and retirement communities, retail town centres and workplace and logistics assets.

- 30 retail town centres
- 51 residential communities
- 63 retirement living villages
- 35 workplace and logistics assets

With the benefit of our diverse property skills, we connect different types of properties in shared locations, to create places that inspire people from diverse cultures to gather, to share and to live life.

We employ more than 1,600 people across Australia. Of these, nineteen people identify as Aboriginal and/or Torres Strait Islander Australians. We will continue to focus on employment opportunities for First Nations people.

We have approximately 52,600 securityholders in Australia and overseas, and we procure services and products from more than 3,500 active suppliers. Since FY14, we have directly spent more than \$3.6 million with 56 Indigenous suppliers; 10 of which are Supply Nation certified. Our supply arrangement with WINC delivers additional indirect spend via preferential buying of Indigenous products.

With a proud 68-year history operating within Australia, we will continue to take genuine action to bring about respectful and meaningful change to create equitable and sustainable communities across Australia. Our Vision today is to be a great Australian real estate company that makes a valuable contribution to our communities and our country. This approach is underpinned by our purpose – “we believe there is a better way to live” – and is brought to life by over 1,600 employees who are guided by Stockland’s values of Community, Accountability, Respect and Excellence (CARE).



# Our RAP

This, our third RAP, reflects the next step in our reconciliation journey. Since our first RAP in 2014, we have forged strong relationships with Aboriginal and Torres Strait Islander partners, organisations and communities, and we will continue our reconciliation focus on initiatives regarding health and wellbeing, education, and community connection to help shape thriving communities that respect, value and celebrate Australia's First Peoples.

We launched our Reflect RAP in 2014 as our first formal step on our Reconciliation journey. The RAP aimed to strengthen our understanding of and engagement with Aboriginal and Torres Strait Islander peoples and cultures. Our commitments focused on strengthening our relationships to better understand and engage Aboriginal and Torres Strait Islander peoples, promote respect for Aboriginal and Torres Strait Islander cultures and create opportunities to work more collaboratively with Aboriginal and Torres Strait Islander communities. The commitments were made with a view to engage Stockland employees, residents, customers and other stakeholders across Australia.

Our first Innovate RAP (2017-2019) was developed as a result of ongoing consultation with Reconciliation Australia. In reviewing our achievements, we identified key initiatives and programs that helped us to further our understanding of and experience working with Aboriginal and Torres Strait Islander peoples in the areas of wellbeing, education and community connection.

In formalising our second Innovate RAP (2020-2022), Reconciliation Australia has once again kindly assisted us with its expertise in aligning our strategic commitments within the areas of Relationships, Respect and Opportunities. These areas underpin our approach to Reconciliation, in conjunction with our sustainability, diversity, inclusion and accessibility strategies and targets.

We are proud of the progress we have made on our reconciliation journey. Here are some highlights:

- 2017: Delivering five-week cooking classes by Jamie's Ministry of Food (in partnership with the Good Foundation) to Aboriginal communities at Mossman Gorge and Cherbourg, QLD.
- 2017: Launching our first traineeship for Aboriginal and Torres Strait Islander youth.
- 2017: Installing Acknowledgment of Country plaques across our Retail portfolio.
- 2017: Launching four scholarships in collaboration with the Australian Business Community Network (ABCN) for Aboriginal and Torres Strait Islander students in NSW, WA, Victoria and South Australia. A further two scholarships were awarded in 2020.
- 2017-2018: Partnering with the National Centre of Indigenous Excellence to develop an Indigenous temporary workforce to assist the Sydney in-house catering team.
- 2018: Partnering with Indigenous Workstars, an Indigenous recruitment partner focused in South East and Central QLD, targeting opportunities at our commercial assets. The program supports successful placements by providing post-placement support such as mentorships.





- 2019: Developing and launching a bush tucker trail, bird hike and boardwalk along the banks of a rejuvenated local waterway at our Willowdale community in Denham Court, NSW.
- 2020: Successful launch of our first national online National Reconciliation Week event hosted by our CEO, with over 400 employees in attendance.

Stockland's Reconciliation Working Group (RWG) was established in 2014. The RWG is considered the governing body of the RAP and is ultimately responsible for the development, implementation, communication and reporting of the RAP. The RWG includes a diverse range of members from across the business to represent all areas of management and business streams and meets six-weekly. The following individuals are members of the RWG and hold specific responsibility for the delivery of RAP actions:

- Chair – National Manager, Group Sustainability
- Executive Committee sponsor – Group Executive, People and Culture and RAP Champion
- General Manager, Group Project Management & Direct Procurement
- General Manager, Communities Development
- Senior Manager, Corporate Procurement
- CARE Foundation Manager
- General Manager, Stakeholder Relations

- Senior People & Culture Business Partner
- National Pre-Contracts Manager, Built Form
- Regional Manager, Retirement Living Operations
- Executive Assistant, Communities
- General Manager, Development & Design Commercial Property
- General Manager, Investor Relations
- Senior Environmental & Community Development Manager
- Senior Manager, Diversity, Inclusion and Communication
- Senior Marketing Manager, Commercial Property
- Corporate Communications Manager, Investor Relations
- Placemaking Manager
- External Advisor, Ngurra Advisory

In line with our vision to make a valuable contribution to our communities and our country, this RAP will help shape thriving communities that value, respect and celebrate Australia's First Peoples.











# Relationships

We will provide leadership and inspiration to the wider community on reconciliation between all Australians by building strong, meaningful and sustainable relationships based on trust and collaboration that are inclusive of Aboriginal and Torres Strait Islander communities, cultures, histories and peoples. Our policies and actions will reflect our commitment to understand and engage with Aboriginal and Torres Strait Islander communities in order to gain insights that will help us build better places for everyone.

For more than six decades, we have created thriving communities, vibrant town centres and productive places to work that reflect the social and cultural identity of the people who live, shop and work there. We believe to truly reflect the communities we serve, we must build strong partnerships with local Aboriginal and Torres Strait Islander peoples and provide opportunities to embrace Aboriginal and Torres Strait Islander cultures and experiences. In circumstances where we find ourselves in negotiation with First Nations communities in relation to the development of new communities and assets we endeavour to undertake these negotiations in a transparent and respectful manner.



Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for overarching future engagement. Further imbed these principles within Stockland's stakeholder engagement plans and toolkits.	June 2022	General Manager Stakeholder Relations
	Complete the roll-out of the Aboriginal and Torres Strait Islander stakeholder engagement plan for each asset and project, supporting local teams to identify milestones for engagement with Traditional Owners.	September 2022	General Manager Stakeholder Relations General Manager Head of Retail General Manager Development
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff via Stockland internal communication channels.	May 2021, 2022	National Manager Group Sustainability
	RAP Working Group members to participate in an external NRW event.	May 2021, 2022	National Manager Group Sustainability
	Encourage and support staff and all senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2021, 2022	National Manager Group Sustainability
	Encourage and support Stockland retail centres to promote NRW through online, or in-centre activations.	May 2021, 2022	General Manager Head of Retail General Manager Customer and Group Marketing
	Organise at least one NRW event at each Stockland state head office, each year.	May 2021, 2022	National Manager Group Sustainability
	Register all of our NRW events on Reconciliation Australia's NRW website.	May 2021, 2022	National Manager Group Sustainability





Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage our staff in reconciliation.  This will include providing mentoring opportunities through our Indigenous scholarships and programs in partnership with the Australian Business and Community Network (ABCN).	March 2021	National Manager Group Sustainability General Manager People & Culture
	Communicate our commitment to reconciliation publicly. This will include registering our commitments on our website, identifying reconciliation through our public sustainability reporting, and celebrating with our customers through our retail communication channels.	June 2021, June 2022	General Manager Stakeholder Relations General Manager Investor Relations General Manager Customer and Group Marketing National Manager Group Sustainability
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	April 2022	General Manager Group Project Management & Direct Procurement General Manager Customer and Group Marketing National Manager Group Sustainability
	Progress our reconciliation initiatives in partnership with the Property Council's National Sustainability Roundtable and Social Sustainability Committee and facilitate further discussions with the Green Building Council of Australia.	November 2021	National Manager Group Sustainability
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Conduct an interim review of our People & Culture policies and procedures specifically to identify existing anti-discrimination provisions, and future needs.	January 2020	General Manager 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. Review and update if needed.	March 2021	General Manager People & Culture
	Communicate and increase understanding of anti-discrimination policy with employees.	May 2021	General Manager People & Culture
	Educate senior leaders on the effects of racism via our Unconscious Bias Learning Module. Review content to ensure it covers training on the effects of racism in the workplace.	May 2021	General Manager People & Culture









# Respect

To deliver a genuinely impactful Reconciliation Action Plan, we will demonstrate our deep respect for Aboriginal and Torres Strait Islander peoples, cultures, history and land. Through our actions we will ensure that our people and our stakeholders learn about, honour, and embrace the richness of Aboriginal and Torres Strait Islander cultures and their place in our country today.

Many of our retail centres and residential communities are located on land of cultural significance for Aboriginal and Torres Strait Islander communities. We respect and acknowledge Aboriginal and Torres Strait Islander cultures on which our developments exist.



Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	March 2021	General Manager People & Culture
	Develop, implement and communicate a cultural learning strategy for our staff.	August 2021	General Manager People & Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the formalisation and implementation of a cultural learning strategy.	August 2021	General Manager People & Culture General Manager Stakeholder Relations
	Provide opportunities for RAP Working Group members, People & Culture managers and other key leadership staff to participate in formal and structured cultural learning.	May 2021	General Manager People & Culture
	Commit to online cultural awareness training for Stockland staff, with at least 70% participation from the Development, Project Management and Careers @ Stockland teams.	March 2022	General Manager People & Culture General Manager Group Project Management & Direct Procurement
	Target 90% of Stockland staff to have participated in online cultural awareness training by 2022, and seek to meet the yearly targets identified.	February 2021 – 30% December 2021 – 75% July 2022 – 90%	General Manager People & Culture
	Explore cultural awareness training for Stockland staff over a three year Reconciliation cycle. Support the Leadership Team to promote face to face training across the business, with pilots undertaken within our Development teams.	June 2021, June 2022	General Manager People & Culture General Manager Group Project Management & Direct Procurement
	Explore the delivery of cultural immersion opportunities for Stockland staff, with a view to develop a strategy for our next Reconciliation Action Plan (RAP) cycle.	September 2021	General Manager People & Culture





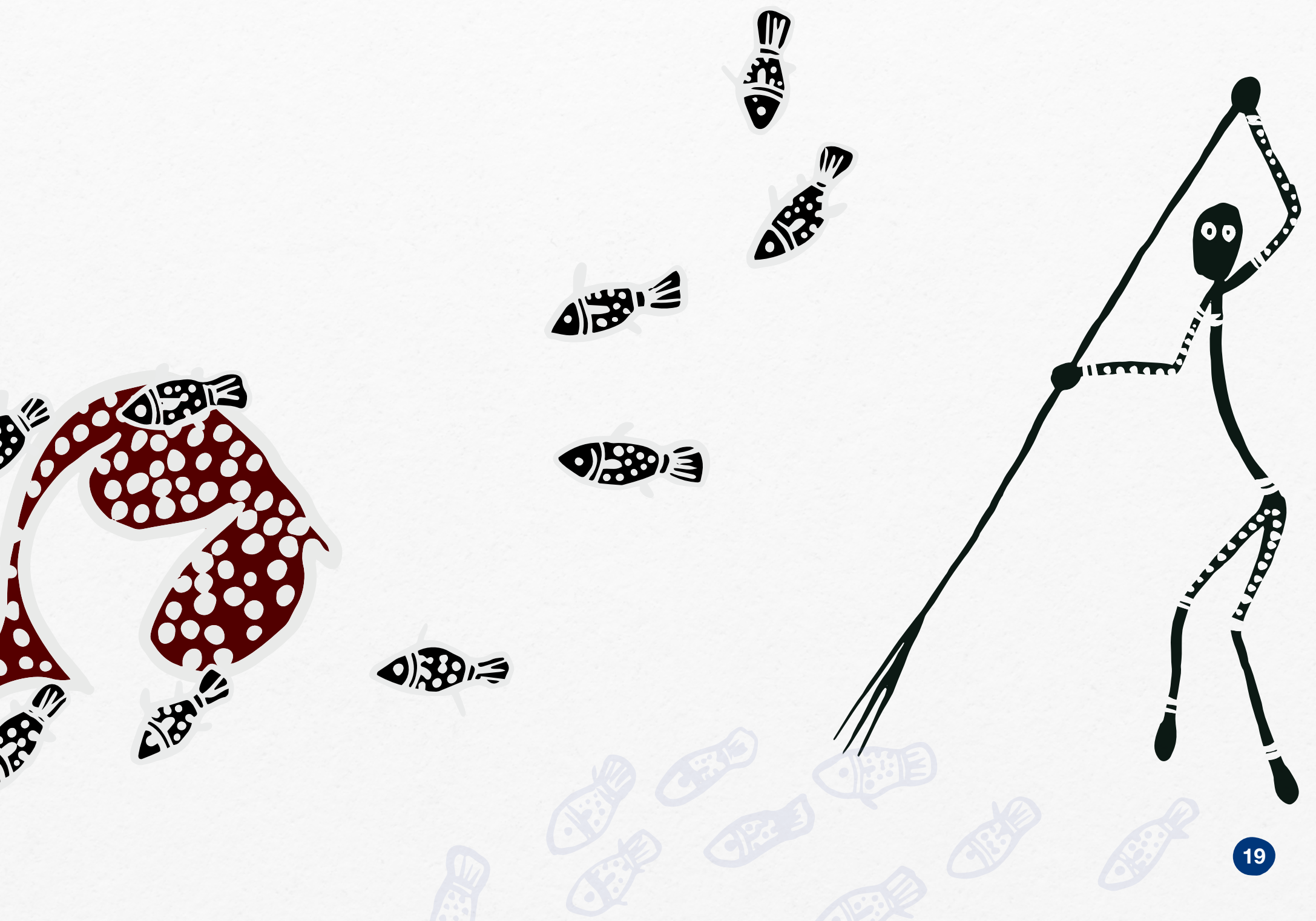
Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Annually review and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2021, July 2022	General Manager Stakeholder Relations
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events and launches each year.	June 2021, June 2022	General Manager Head of Retail General Manager Stakeholder Relations
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2021, July 2022	General Manager People & Culture
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2021, July 2022	General Manager People & Culture
	Implement Acknowledgement of Traditional Owners within sales offices for all future master planned communities.	July 2022	General Manager Stakeholder Relations General Manager Communities Development General Manager Communities Sales
	Implement Acknowledgement of Traditional Owners within all future retail centres.	June 2022	General Manager Stakeholder Relations General Manager Development and Design, Commercial Property



Action	Deliverable	Timeline	Responsibility
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	July 2021, July 2022	Reconciliation Working Group Chair
	Review People & Culture policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2021, April 2022	General Manager People & Culture
	Promote and encourage participation in external NAIDOC events to all staff.	July 2021, July 2022	Reconciliation Working Group Chair
	Encourage our retail assets to hold NAIDOC Week celebrations.	July 2021, July 2022	General Manager Customer and Group Marketing















# Opportunities

We will work collaboratively with Aboriginal and Torres Strait Islander peoples and communities to identify more opportunities to enhance economic and social outcomes for First Nations peoples through procurement, talent development and employment.

We have a proud history of serving the needs of the diverse communities in which we operate. We are committed to increasing opportunities for Aboriginal and Torres Strait Islander individuals and businesses with Stockland.







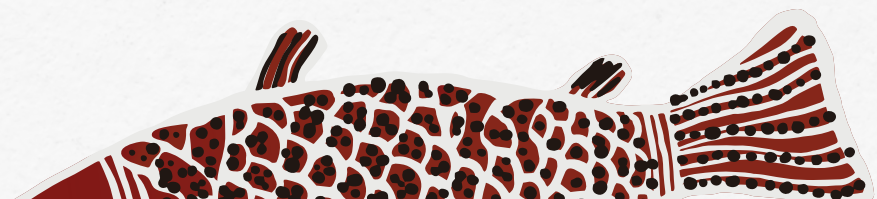
Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Engage with Aboriginal and Torres Strait Islander staff to consult on the update of Stockland's recruitment, retention and professional development strategy.	June 2021	General Manager People & Culture
	Update and communicate to staff Stockland's Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2021	General Manager People & Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2022	General Manager People & Culture
	Provide at least one internship via CareerTrackers per year.	June 2021, June 2022	General Manager People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2021, June 2022	General Manager People & Culture
	Complete a People & Culture (including recruitment) procedures and policies review to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2020	General Manager People & Culture
	Increase the number of Aboriginal and Torres Strait Islander staff employed in our workforce.	May 2022	General Manager People & Culture
	Facilitate a career orientation education day at Aura development on the Sunshine Coast with key contractors and Aboriginal and Torres Strait Islander stakeholders regarding the construction industry and employment pathways.	November 2021	General Manager Communities Development HR Business Partner General Manager Group Project Management & Direct Procurement





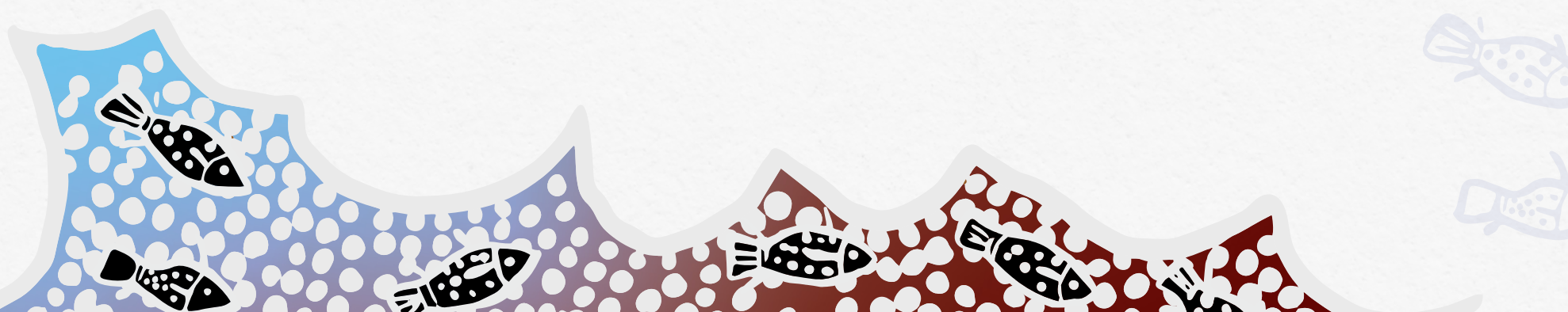


Action	Deliverable	Timeline	Responsibility
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2021	Senior Manager Corporate Procurement General Manager Group Project Management & Direct Procurement
	Continue Supply Nation membership.	June 2021, June 2022	Senior Manager Corporate Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2020	Senior Manager Corporate Procurement General Manager Group Project Management & Direct Procurement General Manager Stakeholder Relations
	Continue with an ongoing review, and update procurement practices, to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2020, December 2021	Senior Manager Corporate Procurement General Manager Group Project Management & Direct Procurement
	Continue to develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	July 2021, July 2022	General Manager Group Project Management & Direct Procurement Senior Manager, Corporate Procurement
	Promote the selection of Aboriginal and Torres Strait Islander suppliers through the use of balanced scorecard tender assessments.	July 2021, July 2022	General Manager Group Project Management & Direct Procurement Senior Manager, Corporate Procurement
	Aim to achieve a procurement target of \$4 million by 2022, achieved through Aboriginal and Torres Strait Islander suppliers for direct procurement for development projects across Communities and Commercial Property.	April 2022	Senior Manager Corporate Procurement General Manager Group Project Management & Direct Procurement





Action	Deliverable	Timeline	Responsibility
<b>10. Promote use of Aboriginal and Torres Strait Islander land management practices on projects</b>	Partner with a local Aboriginal and Torres Strait Islander organisation on a relevant major project (>\$100m total investment) to explore the ways in which cultural heritage and/or land management practices could support the project.	July 2022	General Manager Development, Communities  General Manager Development and Design, Commercial Property
	Work with at least one Aboriginal and Torres Strait Islander stakeholder on a land care project (such as rehabilitation or cultural burning initiative) to improve training and knowledge on caring for Country.	June 2022	General Manager Communities Development  General Manager Group Project Management & Direct Procurement  National Manager Group Sustainability
<b>11. Improve operational awareness, transparency, commitment and accountability of RAP objectives through business decision making, development, and approval pathways</b>	Develop and embed a stakeholder engagement framework into the Project Delivery Strategy for Communities, and the Authority to Lodge and the Authority to Document Tender for Commercial Property for review and approval in Stage 3 (Plan and Obtain Approvals) of D-Life.	December 2021	General Manager Communities Development  General Manager Development and Design, Commercial Property
	As applicable, embed learnings on progressive principles for relevant major projects in the Project Delivery Strategy for Communities, and the Authority to Lodge and the Authority to Document Tender for Commercial Property for review and approval in Stage 3 (Plan and Obtain Approvals) of D-Life; and in the Authority to Commence Construction document for review and approval in Stage 4 of D-Life (Detailed Design and Tender).	June 2022	General Manager Communities Development  General Manager Development and Design, Commercial Property





Action	Deliverable	Timeline	Responsibility
<b>12. Recognise relevant Traditional Owners and their heritage in placemaking and design principles</b>	Develop an approach to recognition of First Nations people and associated heritage in placemaking and design principles.	June 2022	General Manager Placemaking Co-Heads of Design
	Embed the above approach in the Better Places Hub and into the Project Delivery Strategy for Communities, and the Authority to Lodge and the Authority to Document Tender for Commercial Property for review and approval in Stage 3 (Plan and Obtain Approvals) of D-Life.	June 2021	General Manager Communities Development General Manager Development and Design, Commercial Property
	Develop a Groupwide First Nations engagement strategy for local implementation at asset level that responds to the needs of local first Peoples and includes elements of the local Traditional Owners' history and culture.	June 2021	General Manager Retail General Manager People & Culture National Manager, Group Sustainability
	Work with Communities and Commercial Property in the selection of large scale artworks to ensure elements of First Nations storytelling through visual art.	June 2021, June 2022	National Manager Tenancy Design, Project Management Co-Heads of Design
	Design elements of future retail built form to include local Traditional Owners' natural history and landscape, including colours, materials, sculptures and planting of native flora.	June 2021, June 2022	General Manager Development and Design, Commercial Property National Manager Tenancy Design, Project Management Co-Heads of Design



# Governance

We will measure and report on the reach of our RAP activities annually, celebrate our achievements, share our learnings and identify new opportunities on our journey towards reconciliation.

Action	Deliverable	Timeline	Responsibility
<b>13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2021, June 2022	Reconciliation Working Group Chair
	Establish and apply a Terms of Reference for the RWG.	January 2021	Reconciliation Working Group Chair
	Meet six-weekly to drive and monitor RAP implementation.	Six weekly 2020-2022	Reconciliation Working Group Chair
<b>14. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	November 2020	Reconciliation Working Group Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2021, June 2022	Reconciliation Working Group Chair General Manager People & Culture
	Define and maintain appropriate systems to track, measure and report on RAP.	June 2021, June 2022	Reconciliation Working Group Chair
	Appoint and maintain an internal RAP Champion from senior management.	June 2021, June 2022	Reconciliation Working Group Chair



Action	Deliverable	Timeline	Responsibility
<b>15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2021 and 2022	General Manager People & Culture
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2020, 2021, 2022	Reconciliation Working Group Chair
	Publicly report our RAP achievements, challenges and learnings, annually.	August 2021, August 2022	General Manager Stakeholder Relations General Manager Investor Relations
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	General Manager People & Culture
<b>16. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2022	Reconciliation Working Group Chair



**Contact details**

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Group Chair

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