

# Stretch Reconciliation Action Plan

November 2023 - November 2026



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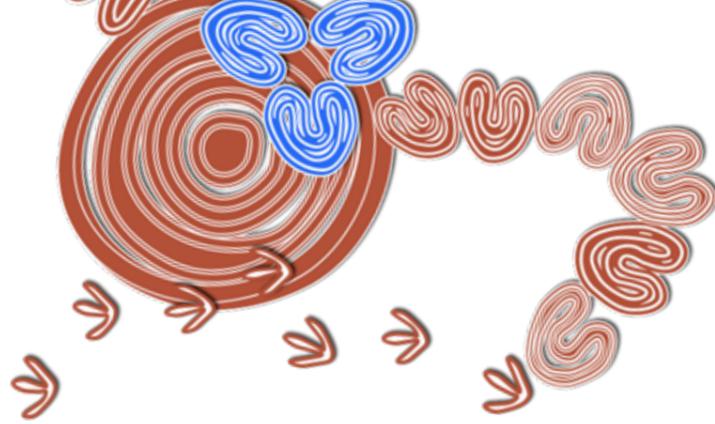
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## Acknowledgement of Country

Stockland acknowledges the Traditional Custodians and knowledge-holders of the land on which we live, work and play. We recognise and value their continued and inherent connection to land, sea, culture and community.

We also pay our respects to their Elders past and present and extend that respect to all Aboriginal & Torres Strait Islander peoples today.

# Our vision for Reconciliation



## Building a future together

As one of Australia's largest diversified property groups, we're shaping the future of our cities and regional centres - making a valuable contribution to our communities and our country.

We have been creating and curating communities with people at the heart of the places we create for more than 70 years. We continue to build on our legacy, helping more Australians achieve the dream of home ownership and creating places and spaces full of energy, soul and life - from residential and land lease communities, through to retail town centres, workplaces and logistics assets.

This provides a platform for Stockland to build awareness and contribute to reconciliation.

At Stockland we believe there's a better way to live.

We aspire to contribute to a just, equitable and reconciled Australia.

We imagine a future where all Australians are united by our shared respect for Aboriginal and Torres Strait Islander peoples and their Elders. Where our people, our partners and key stakeholders appreciate the rich cultural values and ongoing connection to Country that First Nations Peoples inherently possess. Where we build meaningful relationships with First Nations communities, partnering with First Nations businesses, increasing First Nations participation through employment and economic development, and celebrating First Nations cultures through our approach to designing with and for Country.

Our Vision is informed by our First Nations Principles:

- **Respect & Recognition** – We acknowledge, respect and value Aboriginal and Torres Strait Islander peoples, cultures and communities.
- **Opportunities** – Ensure we provide meaningful opportunities through employment, procurement, designing with country and ongoing land management which drives economic independence and inclusion.
- **Cultural Learning** – We are willing to learn, connect and better understand Aboriginal and Torres Strait Islander history, cultures, achievements and aspirations.
- **Community Engagement** – Ensure meaningful engagement and positive relationships with Aboriginal and Torres Strait Islander peoples are reciprocal and built on integrity and accountability.
- **Intergenerational Outcomes** – Through genuine engagement and providing sustainable opportunities we will increase the local social value creation and long-term outcomes for future generations.
- **Caring for Country** – To protect and care for Country and the environment, the knowledge and cultural significance it holds and the value it brings to creating and curating connected communities.

***This is our vision for reconciliation.***

# Message from the CEO of Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Stockland on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program facilitates organisations to advance reconciliation in their workplace and through their business. The RAP framework is designed for continuous development, pushing organisations to constantly assess and expand on their commitments.

As one of Australia's largest diversified property groups, Stockland has the potential to develop economic opportunities for Aboriginal and Torres Strait Islander people, as well as make sure that First Nations cultures are integrated and celebrated in the built environments and communities it creates.

Stockland's past Innovate RAPs have made headway towards these aims, helping the organisation to gain an understanding of its sphere of influence, develop relationships with Aboriginal and Torres Strait Islander people, and pilot innovative strategies to bring its RAP commitments to life.

Projects such as Stockland's Killara social enterprise café – which provides training to Aboriginal and Torres Strait Islander workers – demonstrates its capacity to help address inequity, but also shows the organisation placing Aboriginal and Torres Strait Islander cultures at the heart of a new community, building pride, respect and connection.

Stockland is now taking an ambitious step on its reconciliation journey, moving to a Stretch RAP. This will mean putting into

action all it has learnt so far and focussing on long-term strategies and measurable goals, so these initiatives become integrated into its business.

One such long-term and measurable goal is Stockland's plan to embed designing with Country principles into the lifecycle of all its projects. This will mean developing an organisational framework to make sure Aboriginal and Torres Strait Islander people are represented on all strategic working groups for new developments.

This initiative is expanding on the principle of prioritising First Nations cultures from Stockland's previous RAPs, but shows the organisation looking for deeper, more meaningful change and action through its operations and how it does business. Ultimately, it is careful and robust policies like this that will help foster crucial First Nations perspectives in our surrounds and lead to better connected and respectful communities for all Australians.

On behalf of Reconciliation Australia, I commend Stockland on its first Stretch RAP and look forward to following its ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Statement from our Managing Director and CEO

I'd like to begin by acknowledging the Traditional Custodians and knowledge-holders of the land on which we live, work and play and recognise the unique cultural and spiritual connection to the land, skies and waterways and celebrate the contributions of First Nations people, the world's longest-living culture. Furthermore, I'd also like to recognise any First Nations people reading this document.

I'm very delighted to present Stockland's fourth Reconciliation Action Plan (RAP) and our first Stretch RAP 2023 – 2026, signifying our formal commitment to reconciliation and setting out how we will contribute to reconciliation.

Our Stretch RAP aims to make real change through constant and determined efforts. It is how we embed business activities so they become business-as-usual practices and turn good intentions into national reconciliation action.

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.

This Stretch RAP demonstrates how we will work together with First Nations peoples and communities and focus our efforts on facilitating strong connections that will have a real impact and strengthen the economic prosperity of First Nations peoples.

Over the next three years, we will continue to grow our knowledge and take action as a culturally respectful, safe and responsive organisation that will make important changes that will benefit all Australians.

I want to take this opportunity to thank Stockland employees and stakeholders who have contributed to developing this RAP.

I am also grateful to the senior leadership team and the RAP Working Group for dedicating their time to advancing reconciliation.

Stockland is proud to recognise, embrace and celebrate Australia's First Nations peoples and their deep connection to Australia and will continue to use our platform to spread reconciliation awareness.

I encourage you to join us on this important journey.



**Tarun Gupta**  
Managing Director and CEO  
Stockland

# About the artwork

Nakiliko Booran - 'See the Dream'



## Nakiliko Booran – 'See the Dream'

Nakiliko Booran shares the Stockland Group's passion and commitment to reconciliation. It highlights the vision to journey forward together, building strong respectful relationships that acknowledge and embrace Indigenous people. Bringing an invitation to all to 'See the Dream', possibilities and opportunities of a reconciled future.

Central to the design three people symbols are reflective of the Stockland RAP and the three pillars of reconciliation being respect, relationships and opportunities. The three pillars of reconciliation imagery also flow outward to the Stockland community across the organisation's footprint on Country.

This imagery together with the three ever widening gathering circles, stretching outward across the design, holds significant threefold meaning within the artwork:

- It brings a contemporary representation of the dreamtime and vision;
- Depicts Stockland's RAP journey since 2014, leading into the Stretch RAP, which is highlighted through the expanding circles stretching outward across the Stockland community, also emphasising the business growth, strategy and mindset; and
- Celebrates their more than 70 year history, with people and community at its centre from past to present and into the future, as an integral part of the organisations DNA.

## Artwork naming

Nakiliko Booran – 'See the Dream'. This name eventuated as I looked at the opportunity to interpret 'Possibilities' into Aboriginal language.

The words Nakiliko and Booran come from the Awabakal Language, which I felt appropriate, as this artwork was created on Awabakal Country, of which I am a member.

Nakiliko(See) To see, to look, to observe with the eye.

Booran(Dream) Also a vision.

Words, interpretation and spelling are taken from the Awabakal dictionary Community Edition First printed 2008 by Miromaa Aboriginal Language & Technology Centre.

Aboriginal language was oral; therefore, interpretation of Aboriginal words can result in differing spelling. There is no right or wrong way to spell an Aboriginal word. There was no European form of written expression of Aboriginal language prior to 1788.

Traditional people, symbols and songlines across each State depict people, community and increasing relationship, while highlighting responsibility to the land, waterways and Country.

Four gathering circles within the design bring an acknowledgement to Traditional Custodians on Country, celebrating Indigenous culture, rich in diversity, connection and caring for Country over countless generations, alongside Stockland's connection to community and the value of shared care of our environment today.

Emu prints hold a special message within the design, as they extend outwards and onwards, they reflect this life journey we take together, learning from each other, as we share vision and see the possibilities of a reconciled Country together.

# About the artist

Hello! My name is Saretta Fielding (née Smith), I am a Wonnarua woman of the Upper Hunter Valley through my grandmother and an Anaiwan woman of the New England area through my grandfather.

I have lived in NSW all my life and have strong connections across country, holding strong family and community ties throughout the state. My connections link into Worimi, Awabakal and Darkinjung tribal groups, as I live and work closely across our communities over many years. I have also worked across the State and Nationally both in Aboriginal Not for Profits and with my artwork.

My love of culture, country and community is reflected in my work. My passion is to share our unique and invaluable culture through authentic, engaging and thought-evoking fine artwork and visual design that welcomes all and enhances connection to spirit and country.

Building connections to create initiatives in the arts that contribute to closing the gap is a high value for me. I have been involved in reconciliation since it's inception through Reconciliation Australia and see the ongoing benefit RAP brings as we share and gain understanding together.



# About Stockland



For more than 70 years we have been creating and curating communities with people at the heart of the places we create.

As one of Australia's largest diversified property groups, we are building on our legacy, helping more Australians achieve the dream of home ownership and creating places and spaces full of energy, soul and life - from residential and land lease communities, through to retail town centres, workplaces and logistics assets.

We aim to optimise our landbank and develop innovative and resilient places that will provide the highest value use for communities now and in the future. Through our workplaces and logistics assets we are shaping the future of work and enabling more flexible and efficient last mile delivery and fulfillment.

Through our approach to accessible physical and social infrastructure, as well as our Reconciliation Action Plan, we work to provide welcoming and inclusive places and spaces where people of all backgrounds and abilities can come together to play, work, shop and socialise.

Our purpose - **a better way to live** - is central to everything we do.

As a purpose-led organisation, our core values of Community, Accountability, Respect and Excellence (CARE) drive our innovative and customer-focused culture and set the foundations of how we execute our strategy and deliver on our vision to be the leading creator and curator of connected communities.

We employ more than 1,600 people across Australia, including ten (0.06%) of those identifying as Aboriginal and/or Torres Strait Islander Peoples.

Stockland provides a high-performing, inclusive environment where all its employees feel safe and welcome to bring their whole selves to work. We offer diverse career opportunities and invest in developing the next generation of talent. In line with our values, we provide flexibility and connection in our workplaces.

# Our RAP

Our Stretch Reconciliation Action Plan seeks to continue our reconciliation journey and embed reconciliation initiatives into business strategies, so they become 'business as usual' practices.

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

It includes the voices and perspectives of over 40 internal and external representatives including key members of the Stockland Indigenous Engagement team, Communications and Stakeholder Engagement Team, RAP Working Group, First Nations Working Groups (consisting of First Nations Representatives) key staff and the Senior Executive Leadership Team, taking place through:

- Cultural Awareness & Reconciliation Reflection Survey
- One-on-one staff yarns
- Working Group & Senior Executive meetings

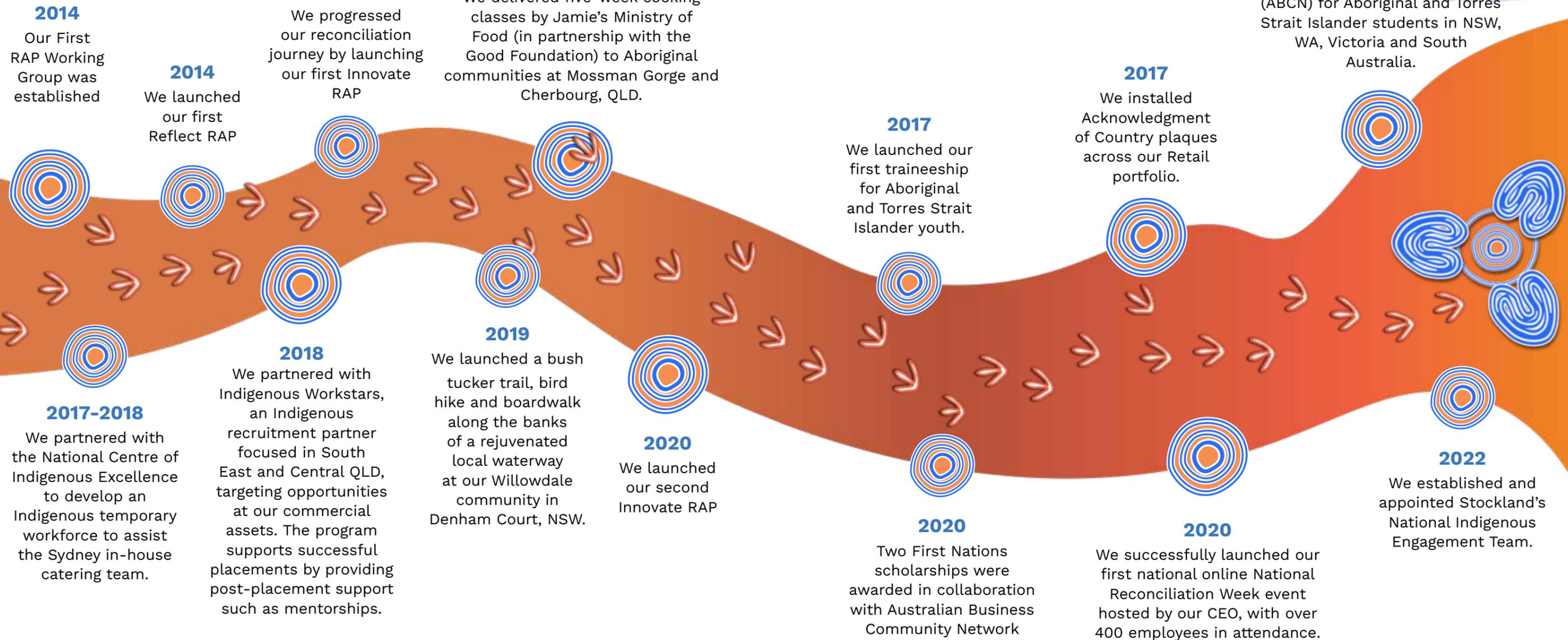
This feedback has been incorporated into the relevant RAP pillars allowing Stockland to focus on longer-term strategies and defined measurable targets and goals in the Stretch RAP.

It sets out our formal commitment on how we will embed reconciliation activities into our business, as well as demonstrates how we aim to work with First Nations peoples, communities and organisations to:

- Celebrate First Nations cultures
- Remove barriers and create opportunities
- Increase our cultural competency
- Contribute to economic prosperity for First Nations businesses and communities
- Spread reconciliation awareness

# Our journey & achievements so far

Stockland is committed to walking alongside Aboriginal and Torres Strait Islander peoples to learn, connect and create meaningful opportunities in our community. We are proud of the progress we have made on our reconciliation journey. Here are some highlights:



# Learning & challenges in our Reconciliation journey

Our Reflect and Innovate Reconciliation Actions Plans have enabled us to strategically take meaningful action to advance reconciliation.

Whilst we have made huge progress against our RAP commitments, we recognise that there have been some aspects that have been challenging. We have identified key areas of improvement and are committed to delivering on these improvements in our Stretch RAP.

## Cultural capability of staff

Respect is a key element of our RAP, we build respect to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Review of the Stockland Cultural Learning Framework has indicated that our model was limiting for our staff only offering one or two cultural training options.

We now understand we must think broadly about how we provide targeted and tailored cultural learning experiences through various platforms for our People and teams.

The most recent review of the Cultural Learning Framework conducted internally by the Stockland People and Culture and Indigenous Engagement Team unveiled that staff welcomed the opportunity for improved learning pathways that allowed for continuing cultural learning opportunities and embedment in work practices.

We will introduce our newly developed Cultural Capability Framework that allows employees to take a culturally informed and tailored approach to increase their learning and develop skills to influence day-to-day work that respects and values Aboriginal and Torres Strait Islander peoples, employees and communities.

## Employment challenges in recruitment and retention

We have identified challenges in the attraction of Aboriginal and Torres Strait Islander candidates to advertised roles. Our People & Culture Team is currently looking at ways to improve the number of candidates we attract to roles and how we best support candidates throughout the recruitment process.

We have made a commitment under our new Stretch RAP to support career development and retention of Aboriginal and Torres Strait Islander staff, we will do this by strengthening our learning practices, providing more development opportunities, and ensuring our workplace is culturally safe and responsive to best support staff.

Strategically we have now partnered with a national Indigenous employment provider, [Indigenous Workstars](#), who have a dedicated focus on assisting our recruitment team to connect with Aboriginal and Torres Strait Islander networks and talent pools as well as providing support to the candidate from the application and interview process through to providing post placement support to individuals if and when required.

Over the next three years, we will expand our networks to reach and attract Aboriginal and Torres Strait Islander jobseekers effectively.

Our Senior Leadership Team will also undertake training to support the development and retention of Aboriginal and Torres Strait Islander employees.

## Promoting Reconciliation through our sphere of influence

We aspire to contribute to an equitable Australia and recognise our unique position as Australia's largest diversified property group to promote reconciliation through our residential and retirement communities, retail town centres and workplace and logistics assets.

We will look to strengthen our relationships and expand our sphere of influence to promote reconciliation awareness.

Over the next three years, we are committed to increasing the number of internal and external events and information sharing to spread reconciliation awareness and celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

The Stockland Brand & Marketing Communications and National Indigenous Engagement teams will include these events in Stockland's Communications Plan to deliver such events and key messages to appropriate stakeholders effectively.

## Building meaningful partnerships with First Nations communities, businesses and organisations

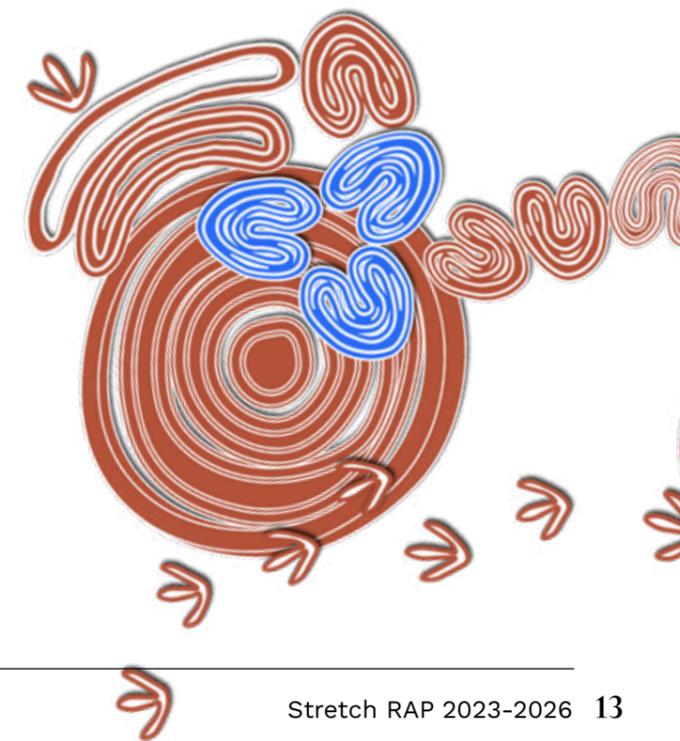
As an organisation, we understand that it is important to continue to create and maintain respectful and reciprocal partnerships that

create opportunity and support the social and economic aspirations of First Nations peoples, communities, businesses, and organisations. We are committed to continue listening and ensuring the voices of First Nations peoples inform our work and reflect their values, perspectives, and aspirations. By adapting our First Nations Principles and continuing to build meaningful partnerships, we can achieve positive outcomes that meet the needs of the communities we work in.

Given we have multiple sites often with the same Traditional Custodian group, we were adding to the problem of over-consultation with the local Aboriginal and Torres Strait Islander community

Our most recent review discovered that too many Stockland staff were talking to various Aboriginal and Torres Strait Islander community members and providing a differing level of service. This created risks for projects, particularly if we faced an issue on one project and the impact it could and did have on the adjacent project

To improve this process, we have developed a Stockland First Nation Stakeholder Engagement template to support our teams in developing their approach to connect with the local Aboriginal and Torres Strait Islander community.



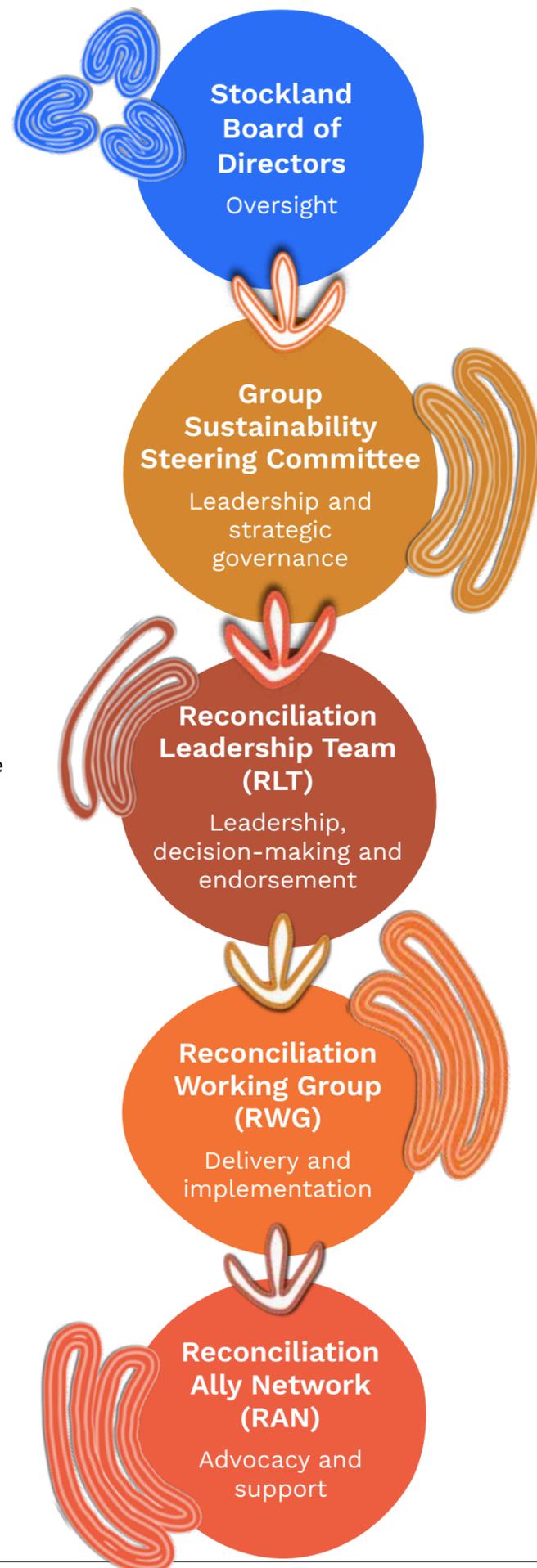
# Our RAP governance

The formal structure to the right demonstrates how we will ensure governance and accountability of our RAP. It also allows us to effectively communicate the details of our RAP throughout all levels of our business

Our National Indigenous Engagement Manager and RAP Champion, Maree Ansey, with the Reconciliation Leadership Team, the Reconciliation Working Group and the Reconciliation Ally Network will work hard to oversee the implementation and tracking of RAP initiatives.

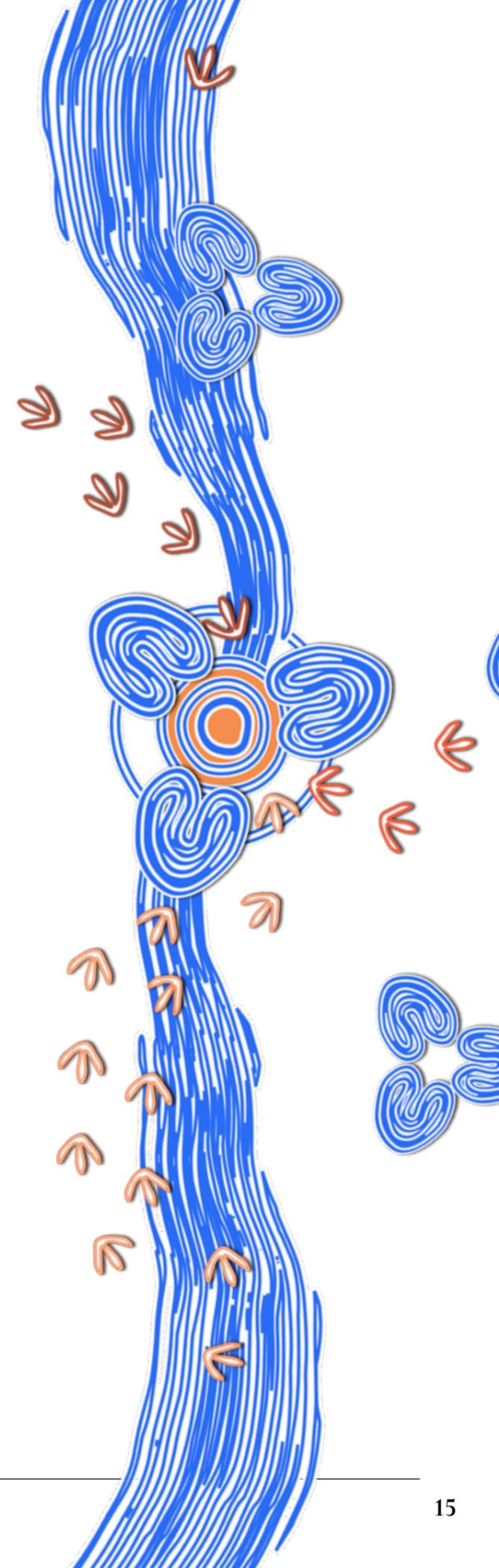
The Stockland Reconciliation Working Group (RWG) is considered the internal governing body of the RAP and is ultimately responsible for the development, implementation, delivery, communication and reporting of the RAP.

The RWG includes a diverse range of members from across the business to represent all areas of management and business streams and meets every 6 weeks.



The following individuals are members of both the RLT and RWG and hold specific responsibility for the delivery of RAP actions:

- Chair – National Indigenous Engagement Manager (First Nations Representative)
- Executive RAP Sponsor – Chief People & Stakeholder Engagement Officer, People & Culture
- Group Head of Sustainability & Delivery
- General Manager Strategic Partnering, P&C
- General Manager, Organisation Development and Corporate, People and Culture
- General Manager, Design
- General Manager Strategic Procurement
- General Manager Stakeholder Engagement
- Executive General Manager, Masterplanned Communities
- Executive General Manager, Town Centres
- Regional Development Manager
- Indigenous Delivery & Operations Manager (First Nations Representative)
- CARE Foundation Manager
- Indigenous Engagement Managers; VIC and QLD (First Nations Representatives)
- National Manager, Brand & Marketing Communications
- General Manager, Government Relations
- Senior Environment & Community Development Manager
- Managing Director - Ngurra Advisory (First Nations Representative)



# Our First Nations Strategy

In line with our company's purpose, vision for reconciliation and refreshed ESG Strategy, our Stockland First Nations Strategy 2022 - 2025 aims to embed our commitment to reconciliation through five strategic key priorities which ensure we contribute to advancing the economic and social aspirations of the local Aboriginal and Torres Strait Islander Peoples and communities we work with.

**Aspiration:** Contribute to a just, equitable and reconciled Australia

<b>Our Vision</b>	At Stockland, we believe there is a better way to live.	We imagine a future where all Australians are united by our shared respect for Aboriginal and Torres Strait Islander people and their Elders. Where our people, our partners and key stakeholders appreciate the rich cultural values and ongoing connection to Country our First Nations people's inherently possess. Where we build meaningful relationships with First Nations communities, partnering with First Nations businesses, increasing First Nations participation through employment and economic development and celebrating First Nations culture through our approach to designing with and for Country.	This is our vision for reconciliation.		
<b>Strategic Priorities</b>	INDIGENOUS EMPLOYMENT	INDIGENOUS PROCUREMENT	CULTURAL LEARNING	DESIGNING WITH COUNTRY	CULTURAL HERITAGE & LAND MANAGEMENT
<b>Commitment</b>	To ensure social and economic inclusion across our workforce focused on recruitment, retention and development of Aboriginal and Torres Strait Islander peoples.	Enhance economic development and independence of Indigenous people and communities by providing commercial opportunities to engage Indigenous businesses across our supply chain.	Increase cultural capability of our people, creating culturally safe places and curating cultural experiences for our people, our customers and our partners.	Reimagine and create places and spaces which reflect, protect & celebrate Indigenous history and culture, ensuring recognition of Traditional Owners and Country.	To protect and care for Country and the cultural significance it holds by utilising traditional cultural principles and practices supported by modern technologies, systems and processes.
<b>Governance &amp; Reporting</b>	Establish systems and frameworks which drive strategic governance across the business. Embed consistent and regular reporting systems and processes.				

# Our memberships

Creating more procurement opportunities and increasing the number of Aboriginal and Torres Strait Islander businesses in our supply chain is a priority for Stockland.

We are proud members of:



# Our partnerships; working together

Stockland is committed to partnering with First Nations communities, businesses and organisations to deliver better outcomes and support sustainable futures for First Nations peoples, communities and Country.

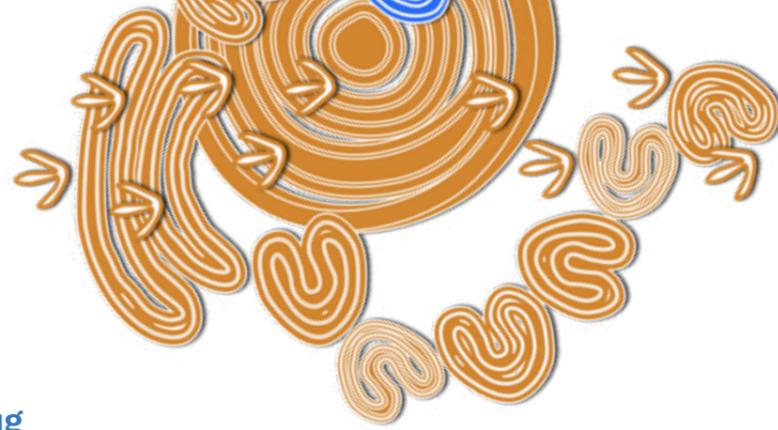
Stockland works in partnership with a number of Aboriginal businesses that provide expert advice and services these include:



Stockland also has several First Nation Working Groups consisting of Aboriginal and Torres Strait Islander Elders and Knowledge Holders who provide cultural advice across a number of development projects.

As we implement our Stretch RAP over the next two years, we will continue to make concerted efforts to strengthen and build our collaborations and partnerships with First Nations stakeholders.

# Case studies



## CASE STUDY 1: M\_Park Project - Connecting & Designing with Country, Macquarie Park on Dharug Country

The M\_Park project presented a significant opportunity for Stockland to embed Designing with Country principles and better understand Country, building upon a strong working relationship with Wallumattagal Traditional Custodians and the broader Dharug community. This enabled the project team to truly understand that 'Country' means much more than land. It is the place of origin in cultural, spiritual and literal terms. It includes not only land but also skies and waters.

The following [Designing with Country](#) key principles have been considered and applied to M\_Park Stage 1, which is currently under construction. These also apply to M\_Park Stage 2, noting that the project team is currently working on updating the masterplan and that further work will occur reflecting on these principles, so that they are applied to the benefit of Country, humans and non-human lives.



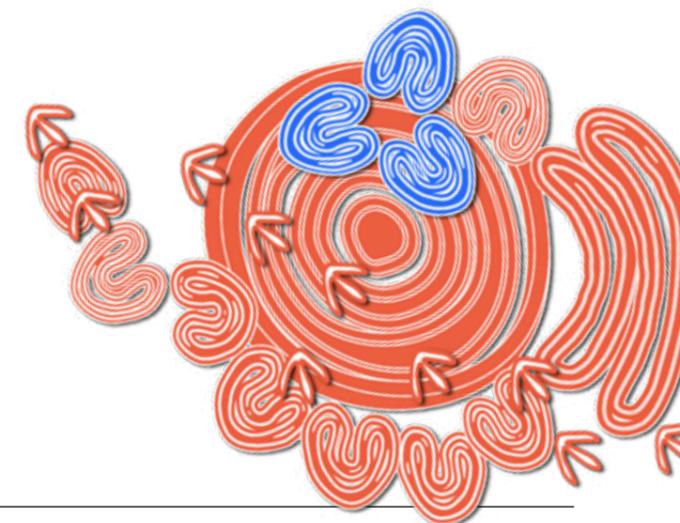
- **Sensing** - the point at which we start with Country. This is a critical connection point where the team converged to where the project is being undertaken and included walks to local places of significance to Wallumattagal (Dharug) Community ie: Sugarloaf Point, Brown's Waterhole and Shrimpton's Creek. These experiences of walking on Country have inspired the design of the Park landscape (M\_Park Stage 1) and the selection of plant species that have cultural relevance, medicinal and healing properties.
- **Imagining** - what is the history and knowledge of the land on which the project is occurring. This is a process of deep listening throughout which we investigated the history of the land, its topography and geology, and where the project team had the opportunity to work on an interactive terrain map of 'Wallumatta' that has been gifted to the working Dharug group.
- **Shaping** - translating Dharug cultural knowledge and community ambitions into design principles that inform all future work. Strong cultural narratives emerge around the white ochre and its importance to the women, the presence of water and its purification, the Spirit Woman who is omnipresent on site, the higher point of the ridge and potential presence of Bora rings, and these have informed the design and construction methodology to acknowledge and build upon these cultural narratives, so that they can be respected and celebrated, cared for and shared as part of the long term educational journey for all.
- **Caring** - developing systems and processes for ensuring Country is protected and cared for. At M\_Park the extraction of the ochre and its handling, the preservation of significant trees and the development of the terrain map are key initiatives that have been implemented, in addition to the future maintenance and educational opportunities which will be integral to the project and the site. The support of initiatives that are important to Dharug Community such as the Dharug women led cultural burn in the Lane Cove NP is a way Stockland can participate and show reciprocity.

## CASE STUDY 2: Mandura - Dharug Country

Mandura, a joint venture with Winc, has been established in partnership with Roderick McLeod, Chairman, and Scott Allen, CEO. Roderick is a Senior Elder of the Jaithmathang Nation and Scott Allen is a descendent from the Awabakal Worimi Nations. Scott is also on the Board of First Australians Chamber of Commerce and Industry (FACCI).

Following a recent office supplies tender, Mandura, a Supply Nation registered business, has been selected by the Corporate Procurement team as Stockland's new supplier.

Founded in 2021, Mandura commits to donate 20% of all profits to the Pauline E. McLeod Foundation, a not-for-profit organisation dedicated to creating opportunities for the next generation. The Foundation's focus areas include First Nations mental health, entrepreneurship and education, and positive employment opportunities for First Nations Australians.



### CASE STUDY 3: Killara Café - Truganina, on Wurundjeri Woi Wurung Country

Launched in 2023, the Killara Café at Mt. Atkinson is a new community café, and the first in our Stockland Mt. Atkinson community.

In partnership with The Killara Foundation and Edmund Rice Services Mt. Atkinson (ERSMA), the café operates as a social enterprise run by the community, providing opportunities for employment, on-the-job training, and education for Aboriginal and Torres Strait Islander people.

The café offers a relaxed dining experience for the community and features a round table created from reclaimed redwood timber, representing a Yarning circle, and based on First Nations principles of coming together.

The Killara Foundation assists Aboriginal & Torres Strait Islander people to have sustainable employment by providing them with guidance, cultural understanding and housing while they work, or until they are ready to live independently.

The café aligns with Stockland's Innovate Reconciliation Action Plan (RAP) to increase Aboriginal and Torres Strait Islander supplier diversity, supporting improved economic and social outcomes, including employment, education, and talent development, and building hospitality and business management skills.

It also creates a platform to celebrate Aboriginal and Torres Strait Islander peoples and cultures with an opportunity for the stories of Traditional Owners from the area to be told.



## Our commitment

At Stockland, we recognise the commitment and responsibility we have to connect, be transparent and communicate with First Nations people, businesses and communities across the nation.

Ensuring accountability by monitoring and performance reporting will be a critical feature of the RAP to ensure that outcomes are tracked, measured, and achieved.

Our National Indigenous Engagement Manager and RAP Champion, Maree Ansey and the RAP Governance Teams will work hard to implement and track RAP initiatives.

We commit to submit our progress to Reconciliation Australia via the impact measurement survey annually as well as sharing our progress both internally to our people and externally to our customers and partners.

In addition to submitting this report to Reconciliation Australia, we will also be sharing our progress with the various communities we work with by publishing a RAP progress reports on our website.



# Relationships

To continue our contribution to the reconciliation movement. Stockland is committed to fostering respectful and meaningful relationships.

We will continue to build and maintain strong and sustainable relationships with Aboriginal and Torres Strait Islander peoples, businesses, organisations and communities built on trust and integrity.

Building and maintaining strong relationships with Aboriginal and Torres Strait Islander stakeholders will help to ensure that we continue to embed First Nations perspectives across Stockland activities, allowing us to provide positive and impactful outcomes.

## First Nations Principles Focus Area: Community Engagement

Deliverable	Timeline	Responsibility
<b>ACTION 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 continuously improve community stakeholder engagement plans and approach.	February, May, August, November 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement
Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	February 2024	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement; General Manager, Government Relations
Maintain at least three formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	February 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> Group Head of Sustainability & Delivery
<b>ACTION 2: Build relationships through celebrating National Reconciliation Week (NRW).</b>		
Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2024, 2025, 2026	<b>Lead:</b> General Manager, Stakeholder Engagement
RAP Working Group members to participate in 2 external NRW events.	27 May - 3 June 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager
Encourage and support staff and senior leaders to participate in one external event to recognise and celebrate NRW.	27 May - 3 June 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement

Deliverable	Timeline	Responsibility
Organise at least two internal NRW events, including at one organisation-wide NRW event, each year.	27 May - 3 June 2024, 2025, 2026	<b>Lead:</b> General Manager, Stakeholder Engagement
Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025, 2026	<b>Lead:</b> General Manager, Stakeholder Engagement
Organise a minimum of 2 customer facing NRW events in each state at our retail and communities assets each year.	May 2024, 2025, 2026	<b>Lead:</b> General Manager, Marketing – Commercial Property; <b>Supported by:</b> General Manager Marketing - Communities

## ACTION 3: Promote reconciliation through our sphere of influence.

Develop and implement a staff engagement and communications strategy to raise awareness of reconciliation across our workforce.	February, May, August, November 2024, 2025, 2026	<b>Lead:</b> General Manager, Stakeholder Engagement; <b>Supported by:</b> General Manager Strategy; General Manager Organisational Development
Build awareness of our commitment to reconciliation in our employee onboarding experience.	February, May, August, November 2024, 2025, 2026	<b>Lead:</b> General Manager, Organisational Development
Communicate our commitment to reconciliation publicly through our website and other communication and marketing channels.	March 2024, 2025, 2026	<b>Lead:</b> General Manager, Stakeholder Engagement
Participate in two quarterly RAP Leadership Gatherings per year.	May and October 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager
Positively influence our external stakeholders by implementing marketing campaigns that recognise, celebrate and embed the voices of Aboriginal and Torres Strait Islander peoples across Stockland Retail Centres, Commercial Properties and Residential Communities to drive reconciliation outcomes, including but not limited to: <ul style="list-style-type: none"> <li>NAIDOC Week, National Reconciliation Week, National Aboriginal and Torres Strait Islander Children's Day, Indigenous Literacy Day, Indigenous Business Month</li> </ul>	January and July 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Design; General Manager, Placemaking; General Manager Marketing – Communities; General Manager Marketing – Commercial Property; Executive General Managers for Town Centres, Logistics and Workplace

Deliverable	Timeline	Responsibility
Collaborate with at least two RAP and other like-minded organisations annually to implement innovative approaches to advance reconciliation.	January and July 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement; General Manager, Government Relations
Stockland CARE Foundation to establish a partnership with at least one Aboriginal and/or Torres Strait Islander organisation each year to raise reconciliation awareness and support programs and initiatives that improve the health, wellbeing and education of communities in and around our assets.	February 2024, 2025, 2026	<b>Lead:</b> General Manager, Group Sustainability
Encourage and provide resources to our tenants to actively participate in reconciliation events and campaigns.	May 2024, 2025, 2026	<b>Lead:</b> General Manager Marketing - Communities; <b>Supported by:</b> General Manager Marketing - Commercial Property; Executive General Managers for Town Centres, Logistics and Workplace
Work together with the Property Council Australia (PCA) to identify opportunities that promote reconciliation and increase the participation of Aboriginal and Torres Strait Islander engagement across the property industry through key forums and events.	June 2024, 2025, 2026	<b>Lead:</b> General Manager, Government Relations; <b>Supported by:</b> National Indigenous Engagement Manager; General Manager, Strategic Partnering - Business P&C
<b>ACTION 4: Promote positive race relations through anti-discrimination strategies.</b>		
Review, update and communicate an anti-discrimination policy for our organisation.	February, May, August, November 2024, 2025, 2026	<b>Lead:</b> General Manager, Strategic Partnering - Business P&C
Provide ongoing education to senior leaders and managers on the effects of racism and the importance of reconciliation.	February 2024, 2025, 2026	<b>Lead:</b> General Manager, Strategic Partnering - Business P&C
Senior leaders to publicly support anti-discrimination campaigns, initiatives and stances against racism.	February, May, August, November 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement
Continuously improve HR policies and procedures concerned with anti-discrimination.	April and October 2024, 2025, 2026	<b>Lead:</b> General Manager, Strategic Partnering - Business P&C

Deliverable	Timeline	Responsibility
Engage with Aboriginal and Torres Strait Islander staff and/or advisors to continuously improve our anti-discrimination policy.	April and October 2024, 2025, 2026	<b>Lead:</b> General Manager, Strategic Partnering - Business P&C
<b>ACTION 5: Raise awareness about The Uluru Statement from the Heart.</b>		
Publicly acknowledge our commitment to The Uluru Statement from the Heart by publishing a statement on our website.	December 2023	<b>Lead:</b> National Indigenous Engagement Manager
Create an education support network within the organisation, training specific staff to be a contact point to share knowledge and educate employees on The Uluru Statement from the Heart.	December 2023, 2024, 2025	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement
Build awareness with staff by hosting at least two information and learning sessions and circulating educational resources to employees via our internal channels.	December 2023, 2024, 2025	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement
Engage with key experts and stakeholders to conduct panel discussions with employees to better understand the principles within The Uluru Statement from the Heart and the desire of First Nations peoples to have their position heard on legislation, policy and programs that impact them.	December 2023, 2024, 2025	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement



Increasing awareness of and respecting Aboriginal and Torres Strait Islander cultures, histories, and experiences is integral to Stockland's reconciliation journey.

We will continue to build our knowledge of Aboriginal and Torres Strait Islander histories and cultures and work towards embedding respectful engagement and culturally safe workplaces that recognise and celebrate Aboriginal and Torres Strait Islander peoples.

**First Nations Principles Focus Area:** Respect & Recognition, Cultural Learning and Caring for Country

Deliverable	Timeline	Responsibility
<b>ACTION 6: 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.	December 2023, 2024, 2025	<b>Lead:</b> General Manager, Organisational Development
Consult relevant Traditional Owner Groups and/or Aboriginal and Torres Strait Islander businesses and experts on the implementation of a Cultural Learning Framework.	February 2024	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Organisational Development
Review, update and communicate our Cultural Learning Framework to our staff.	February 2024, 2025, 2026	<b>Lead:</b> General Manager, Organisational Development
Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	February 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Strategic Partnering - Business P&C
Develop and implement a personalised cultural learning plan for all Stockland employees to support individualised cultural learning sessions and experiences.	February 2024	<b>Lead:</b> General Manager, Organisational Development
90% of permanent staff to undertake Stockland Tier 1 online Cultural Learning Program.	December 2024	<b>Lead:</b> General Manager, Organisational Development

Deliverable	Timeline	Responsibility
80% of permanent staff to participate in Stockland Tier 2 Cultural Learning Program which includes at least one face to face training session and one blended cultural learning session.	December 2024	<b>Lead:</b> General Manager, Organisational Development
100% of People Leaders and Intact teams to participate in targeted and localised cultural training sessions to support best practice consultation and engagement with Aboriginal and Torres Strait Islander communities.	December 2024	<b>Lead:</b> General Manager, Organisational Development
Ensure that Executive Team, Senior Leaders and key talent are provided with annual Cultural Immersion experience to deepen their knowledge and understanding of Aboriginal and Torres Strait Islander peoples, culture and communities i.e. attending Garma Festival, Yabun Festival, Saltwater Freshwater Festival, Cultural Tours, etc.	December 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> Group Head of Sustainability & Delivery
RWG to participate in one face to face cultural awareness session as a team per year.	July 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager
Provide ongoing cultural education and learning opportunities to external contractors and key stakeholders via e-newsletters and face to face cultural immersion activities on a quarterly basis.	February, May, August, November 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> Group Head of Sustainability & Delivery
Implement and communicate opportunities to volunteer at an Aboriginal and/or Torres Strait Islander program or event which employees can choose as part of their supported volunteering days.	February, May, August, November 2024, 2025, 2026	<b>Lead:</b> General Manager, Strategic Partnering - Business P&C
<b>ACTION 7: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>		
Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, by providing information on our intranet.	January 2024, 2025, 2026	<b>Lead:</b> General Manager, Stakeholder Engagement

Deliverable	Timeline	Responsibility
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at least four significant events each year.	January 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events.	January, April, July, October 2024, 2025, 2026	<b>Lead:</b> General Manager, Stakeholder Engagement
Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all significant public events.	January, April, July, October 2024, 2025, 2026	<b>Lead:</b> General Manager, Stakeholder Engagement
Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	February 2024, 2025, 2026	<b>Lead:</b> General Manager, Stakeholder Engagement
Implement and display recognition and Acknowledgment of Country plaques and/or signage across all existing and new Stockland assets.	December 2025	<b>Lead:</b> General Manager Marketing - Communities; <b>Supported by:</b> General Manager Marketing - Commercial Property; General Manager Placemaking
<b>ACTION 8: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>		
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2024, 2025, 2026	<b>Lead:</b> General Manager, Strategic Partnering - Business P&C
RAP Working Group to participate in a minimum of 2 external NAIDOC Week events.	First week in July 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager
Support our people to participate in at least one NAIDOC Week event in our local areas.	First week in July 2024, 2025, 2026	<b>Lead:</b> General Manager, Stakeholder Engagement
In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least two external NAIDOC Week events each year.	July 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement

Deliverable	Timeline	Responsibility
Organise at least two internal NAIDOC events, including one organisation-wide event, each year.	July 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement
<b>ACTION 9: Continue our commitment to embed Designing with Country principles informing the planning, design, and delivery of Stockland projects.</b>		
Formalise an organisational framework to embed Designing with Country Principles & Framework approach into our operating model.	January 2024	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> Senior Manager Innovation
Provide practical guides, workshops and training to support staff with implementing Designing with Country Principles, Framework and processes	February 2024	<b>Lead:</b> Senior Manager Innovation; <b>Supported by:</b> General Manager Design
Ensure that each strategic working group for new development projects includes Traditional Owners, First Nations Knowledge Holders, Stockland staff, industry experts and other relevant stakeholders to provide advice and technical support to inform the planning, design and delivery.	February, May, August, November 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Design; Project Management and Development Teams
<b>ACTION 10: Continue to demonstrate respect for Aboriginal and Torres Strait Islander peoples by embedding Caring for Country principles across all Stockland initiatives.</b>		
Develop and implement Cultural Heritage and obligations management tools and resources for staff that ensures all compliance requirements to protect cultural heritage are met.	April 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> Group Head of Sustainability & Delivery
Educate and inform our key contractors and partners about the significance in managing country respectfully and appropriately through our induction process.	May 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> Group Head of Sustainability & Delivery
Engage with experts to improve initiatives that can help to mitigate the impact of our operations on nature, including our emissions, biodiversity protection and positively contribute to the communities we work in.	July 2024, 2025, 2026	<b>Lead:</b> Group Head of Sustainability & Delivery; <b>Supported by:</b> National Indigenous Engagement Manager



# Opportunities

Stockland recognises the importance of creating positive outcomes and opportunities for Aboriginal and Torres Strait Islanders, peoples, businesses, organisations and Communities.

We aspire to be an organisation that benefits from the diversity of perspectives in our workforce to become an employer of choice for First Nations people and continue to actively play a role in creating opportunities for Aboriginal and Torres Strait Islander peoples to achieve their goals in the areas of education, employment and procurement by supporting economic participation and empowerment.

## First Nations Principles Focus Area: Intergenerational Outcomes and Opportunities

Deliverable	Timeline	Responsibility
<b>ACTION 11: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>		
Engage with Aboriginal and Torres Strait Islander consultants and consult with staff and community and relevant external stakeholders on the effectiveness of our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	January 2024	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> People & Culture Team
Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	March 2024, 2025, 2026	<b>Lead:</b> General Manager, Strategic Partnering - Business P&C
Review HR and recruitment procedures and policies to ensure they are culturally inclusive and remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	April 2024, 2025, 2026	<b>Lead:</b> General Manager, Strategic Partnering - Business P&C
Promote job vacancies throughout Aboriginal and Torres Strait Islander networks, careers fairs, partnerships and on social media to ensure they effectively reach and attract Aboriginal and Torres Strait Islander jobseekers.	April 2024, 2025, 2026	<b>Lead:</b> General Manager, Strategic Partnering - Business P&C

Deliverable	Timeline	Responsibility
Support the development of Aboriginal and Torres Strait Islander employees to take on management and senior-level positions with placements and training programs.	June 2024, 2025, 2026	<b>Lead:</b> General Manager, Strategic Partnering - Business P&C
Achieve 3% of people employed by Stockland to be Aboriginal and/or Torres Strait Islander staff.	November 2026	<b>Lead:</b> General Manager, Organisation Development and Corporate
Include a 3% Aboriginal and/or Torres Strait Islander employment target across contracts over \$10mil to ensure First Nations employment outcomes across our supply chain partners, consultants and key contractors, where possible.	November 2026	<b>Lead:</b> Group Head Sustainability & Delivery; <b>Supported by:</b> National Commercial and Assurance Manager
Ensure a minimum 20 Aboriginal and/or Torres Strait Islander students engaged through our Stockland Graduate Program or via an entry level pathway opportunity.	November 2026	<b>Lead:</b> General Manager, Organisation Development and Corporate
Senior Leadership Team to undertake training to support the development and retention of Aboriginal and Torres Strait Islander employees	November 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> National Commercial and Assurance Manager
<b>ACTION 12: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>		
Develop, implement and embed Stockland Indigenous Procurement Policy (IPP).	September 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> National Commercial and Assurance Manager
Establish and maintain memberships with key Aboriginal and Torres Strait Islander organisations and peak enabling bodies to promote procurement opportunities.	September 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager
Develop systems led approach to identifying, promoting and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> National Commercial and Assurance Manager

Deliverable	Timeline	Responsibility
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2024, 2025, 2026	<b>Lead:</b> National Commercial and Assurance Manager; <b>Supported by:</b> Corporate Procurement Team
Train relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	October 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Organisational Development; Corporate Procurement Team
Maintain commercial relationships with at least five Aboriginal and/or Torres Strait Islander businesses annually.	October 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> Corporate Procurement Team
Spend a minimum 3% of our addressable spend, which is the portion of spend that can be influenced by our control, directly with Aboriginal and Torres Strait Islander businesses and via second-tiering opportunities across our supply chain with Aboriginal and Torres Strait Islander businesses.	November 2024, 2025, 2026	<b>Lead:</b> Executive General Manager Sustainability & Delivery; <b>Supported by:</b> Corporate Procurement Team
Encourage and educate our supply chain partners, consultants and key contractors to support Stockland reconciliation commitments where possible through training and ongoing performance management.	November 2024, 2025, 2026	<b>Lead:</b> Group Head Sustainability & Delivery; <b>Supported by:</b> Indigenous Engagement Team; Sustainability & Delivery Team
Engage 50 or more Aboriginal and Torres Strait Islander businesses throughout our supply chain.	November 2026	<b>Lead:</b> Group Head Sustainability & Delivery; <b>Supported by:</b> Indigenous Engagement Team; Sustainability & Delivery Team
<b>ACTION 13: Support the economic advancement and development of Aboriginal and Torres Strait Islander businesses.</b>		
Develop and implement a business development program that supports Aboriginal and Torres Strait Islander business growth and capacity building.	October 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Sustainability

Deliverable	Timeline	Responsibility
Celebrate and promote Indigenous Business Month each year.	October 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager
Host at least one Meet the Buyer events in each state every year providing Aboriginal and Torres Strait Islander businesses with an opportunity to raise their profile by strategically matching them with upcoming project opportunities.	October 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> Procurement Team
Engage 5 Aboriginal and/or Torres Strait Islander businesses in the Stockland retail engagement program.	October 2024	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> S Connect
Host a least one S Connect Aboriginal and Torres Strait Islander Pop Up in each state every year.	November 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> S Connect

Deliverable	Timeline	Responsibility
<b>ACTION 14: 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 Reconciliation Leadership Team (RLT), Reconciliation Working Group (RWG) and Reconciliation Ally Network (RAN)	January, April, July, October 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager
Review and update the Terms of Reference for our RLT, RWG and RAN.	January 2024	<b>Lead:</b> National Indigenous Engagement Manager
RWG to meet at least six times per year to drive and monitor RAP implementation.	January, April, July, October 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager
<b>ACTION 15: Provide appropriate support for effective implementation of RAP commitments.</b>		
Include our RAP as a standing agenda item at relevant senior management meetings.	January, April, July, October 2023, 2024, 2025	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> Chief People & Stakeholder Engagement Office, People & Culture, Group Manager Sustainability & Delivery
Embed resource needs for RAP implementation.	March 2024, 2025, 2026	<b>Lead:</b> Group Manager Sustainability & Delivery; <b>Supported by:</b> Chief People & Stakeholder Engagement Office, People & Culture
Embed appropriate systems and capability to track, measure, evaluate and report on RAP commitments.	September 2024	<b>Lead:</b> National Indigenous Engagement Manager
Embed key RAP actions in performance expectations of senior management.	September 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> Chief People & Stakeholder Engagement Office, People & Culture
Maintain an internal RAP Champion from senior management.	September 2024, 2025, 2026	<b>Lead:</b> Group Manager Sustainability & Delivery; <b>Supported by:</b> Chief People & Stakeholder Engagement Office, People & Culture

Deliverable	Timeline	Responsibility
<b>ACTION 16: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>		
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024, May 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> Chief People & Stakeholder Engagement Office, People & Culture
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.	July Annually	<b>Lead:</b> National Indigenous Engagement Manager
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	<b>Lead:</b> National Indigenous Engagement Manager
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	<b>Lead:</b> National Indigenous Engagement Manager
Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	September 2024, 2025, 2026	<b>Lead:</b> General Manager, Stakeholder Engagement; <b>Supported by:</b> General Manager, Investor Relations; General Manager Sustainability
Report RAP progress to all staff and senior leaders quarterly.	November, April, July, October 2024, 2025, 2026	<b>Lead:</b> National Indigenous Engagement Manager; <b>Supported by:</b> General Manager, Stakeholder Engagement
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2026	<b>Lead:</b> National Indigenous Engagement Manager
<b>ACTION 17: Continue our reconciliation journey by developing our next RAP.</b>		
Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	<b>Lead:</b> National Indigenous Engagement Manager

# Enquiries

For questions about our RAP please contact:

**Stockland Indigenous Engagement Team**

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