

Innovate **Reconciliation Action Plan**

May 2017 – May 2019



Stockland



RECONCILIATION
ACTION PLAN

INNOVATE

Our vision for reconciliation

Balarinji's Reconciliation Action Plan design for Stockland is inspired by the nationwide Aboriginal and Torres Strait Islander peoples' cultural practice of basket weaving. Baskets are used for collecting food for survival, medicine for health and ochre for ceremony: these practical objects are everyday tools for physical and spiritual wellbeing. Baskets have been traditionally traded across vast geographical distances where they are exchanged as economic currency.

The weavers' skills have been passed down from generation to generation to preserve and regenerate cultural knowledge. The contemporary Balarinji colour palette of the weavings in this booklet expresses the dynamic evolution of Aboriginal and Torres Strait Islander peoples' cultural practices that stretch across Australia today. The practical, economic and cultural language of basket weaving speaks to Stockland's Reconciliation Action Plan commitment of acknowledging, supporting and celebrating Australia's First Peoples'.

'Reconciliation Australia congratulates Stockland on developing its second Reconciliation Action Plan (RAP), having made great strides since its inaugural Reflect RAP in 2014.'

In adopting its first Innovate RAP, Stockland is demonstrating its readiness to develop and test innovative approaches to reconciliation and champion reconciliation at every level of the organisation. Stockland's commitments in its RAP stands it in good stead to continue this progress across the key pillars of reconciliation—relationships, respect and opportunities.

Stockland understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations to achieve mutually beneficial outcomes. It drives these relationships through its RAP Action Group (RAG). The RAG ensures that these actions are meaningfully enacted, fostering relationships, respect and opportunities through participation in community events such as National Reconciliation Week (NRW).

Stockland understands the importance of respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures, and displays this through its commitments to respectful actions within the workplace, such as including an Acknowledgement of Country in internal and external meetings.

Stockland is committed to driving reconciliation through developing employment and training opportunities for Aboriginal and Torres Strait Islander peoples. It champions this commitment in its RAP by investigating opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within the organisation, as well as committing to develop and implement a cultural awareness training strategy for its staff across all areas of its business.

On behalf of Reconciliation Australia, I commend Stockland on its Innovate RAP and look forward to following its continued reconciliation journey.'

Justin Mohamed
CEO, Reconciliation Australia



Embrace and celebrate a vision for our nation

Stockland is Australia's largest diversified property group. As a real estate owner, manager and developer, we believe that we have both the opportunity and the responsibility to create the right balance of social, environmental and economic conditions for our communities, customers and investors now and in the future. As such, we have a responsibility to ensure we embrace the varied and rich cultures of Aboriginal and Torres Strait Islander peoples and communities.

In line with our company's vision and sustainability strategy, our second Reconciliation Action Plan (RAP) aims to make a valuable contribution to our communities and our country by helping to shape thriving communities that value, respect and celebrate Australia's First Peoples. Our focus on initiatives and programs in the areas of wellbeing, education and community connection will allow us to create a deeper understanding and better embrace Aboriginal and Torres Strait Islander Peoples' heritage and their role as the original custodians of Australia.

'Since the launch of our first RAP in 2014, we are proud of our progress to better embrace and celebrate Aboriginal and Torres Strait Islander Peoples, their heritage and culture. We have made good progress on all 22 commitments, having achieved eighteen, with another four longer-term projects well underway.'

Personally, undertaking cultural awareness training alongside my executive committee was an important and valuable step to better my own understanding.

I am pleased that our second RAP will build on the progress made since 2014, and we will continue with programs and initiatives that will make a positive impact on the lives of Australia's First Peoples.'

Mark Steinert
Managing Director & CEO



Our vision for reconciliation

Our vision for reconciliation is to shape thriving communities to make a positive contribution towards a more just, equitable and reconciled Australia.

Stockland's values are community, accountability, respect and excellence. They are at the heart of everything we do - the residential communities we create, the retail precincts we develop and manage and the retirement living villages we build and operate. A nation where Australia's First Peoples are under-represented in decision-making and employment is not consistent with our values and we recognise that we have a responsibility as an Australian company to seek to make a positive contribution.

Australia's First Peoples continue to be the fastest growing population in the country and yet Aboriginal and Torres Strait Islander people continue to enjoy less access to opportunities in the key areas of employment, education and wellbeing. Further, Aboriginal and Torres Strait Islander people have less enjoyment

of their unique individual and collective rights as Indigenous peoples and feel less cultural security than other Australians¹.

It is important that we reflect this growing and vibrant element of our community in our workforce and in our supply chain. We operate in locations with rich histories of Aboriginal and Torres Strait Islander cultures and it is to our benefit to ensure that this is reflected in the design and operation of our developments and the actions of our employees.

Our second RAP is the next step in making these opportunities a reality, by focusing on programs and initiatives in the areas of wellbeing, education and community connection to help shape thriving communities and seek to encourage respect, value and celebration of Australia's First Peoples.



Clockwise from top left: Stockland 'Kids @ Work' Day, December 2015. Cultural artefact display in Stockland Melbourne Head Office. Dancers from Nowra East Public School and the Doonooch Dancers at Stockland Nowra during National Reconciliation Week (NRW) 2015. Stockland's executive committee undertaking cultural awareness training. Stockland Rockhampton Plaque, recognising the traditional owners of the land.

¹ *State of Reconciliation in Australia Report*, Reconciliation Australia, released February 9, 2016 <https://www.reconciliation.org.au/category/news/#new-report-reveals-state-of-reconciliation-in-australia>

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.

As a real estate owner, manager and developer, we believe that we have both the opportunity and the responsibility to create the right balance of social, environmental and economic conditions for our communities, customers and investors now and in the future.

It is the diverse nature of our business which provides us with many opportunities to engage, collaborate and partner with our local communities.

We own, manage and operate a diverse portfolio of assets in New South Wales, Victoria, Queensland, South Australia and Western Australia.

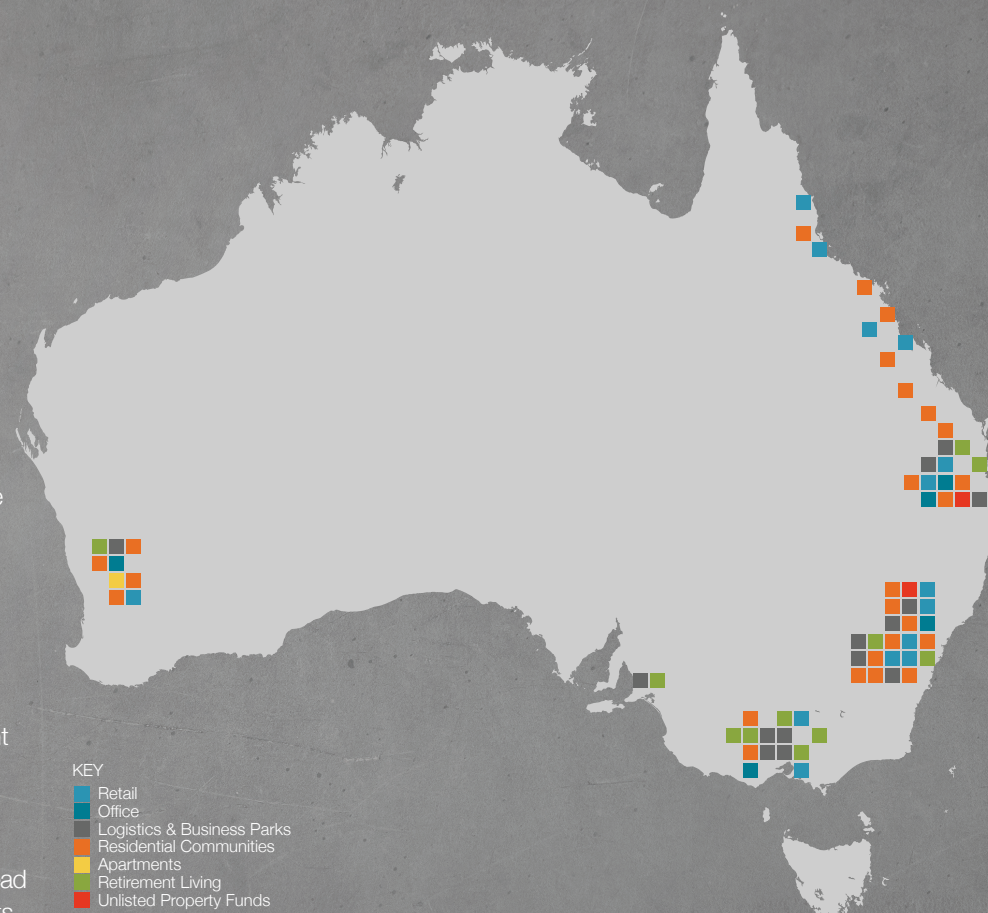
Every day on average across Australia, we have over 385,000 shoppers visit our

retail centres, more than 11,000 retirees call our retirement villages home and more than 14 new families move into one of our communities.

We work with key contractors and suppliers to build, maintain and provide core services such as security and cleaning. This diversified portfolio and supply chain enables us to create vibrant places that inspire people to gather, to share and to live life.

We employ over 1,400 people across Australia with 56% of people within our head offices and 44% at our properties or assets. Of these, four identify as being Aboriginal or Torres Strait Islander Australians.

We have approximately 51,000 securityholders* in Australia and overseas and we procure services and products from over 5,300 active suppliers. Of these suppliers, 27 identify as First Australian businesses and nine are Supply Nation certified. In FY16, we spent over \$750,000 with these businesses.



Our property portfolio is made up of:

42

Shopping centres

56

Residential communities

9,600+

Retirement living units

36

Commercial properties
(Office, Logistics and Business Parks)

* As at 30 June 2016

Progress from Stockland's first 'Reflect' RAP

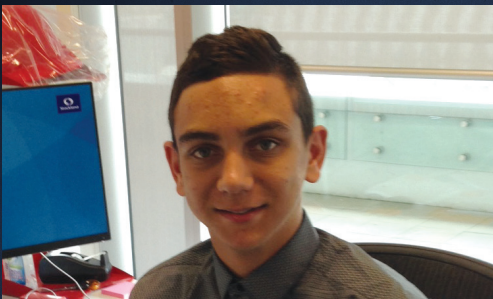
As our first formal step on our Reconciliation journey, our 'Reflect' RAP, launched in 2014, aimed to strengthen our understanding of, and engagement with, Aboriginal and Torres Strait Islander peoples and cultures. Our commitments focused on strengthening our relationships to better understand and engage with 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.

We are proud of our progress through our first RAP. As a business we collaborated and embraced our commitments. We have made good progress on all 22 commitments. We have achieved 18, with another four longer-term projects well underway, including the continued development of our Indigenous Employment Strategy, and ongoing employee cultural awareness training.

We made important progress across several areas including:

- the development and integration of an Acknowledgement of Country and Welcome to Country protocol.
- the introduction of our first traineeship for Aboriginal and Torres Strait Islander school children in partnership with Busy At Work in Queensland. The program is an 18-month traineeship where trainees work one day per week with a host employer. Trainees are supported through the provision of pre-employment workshops, a dedicated mentor, life skill development sessions throughout the program and career advice and planning sessions.
- celebrating National Reconciliation Week (NRW) and NAIDOC week with customers in our shopping centres across Australia, including First Australian community. We held events at Stockland Wetherill Park, Stockland Merrylands and Stockland Burleigh Heads. This has helped to not only educate the community, but also to facilitate local relationships at our assets.
- cultural awareness training for nine members of our Executive and 15 members of our Diversity and Inclusion Committees.
- improvements in our ability to track and report on expenditure with Aboriginal and Torres Strait Islander businesses across our organisation, with 24 First Australian suppliers being recognised and included in our Preferred Supplier Criteria and flagged for reporting.
- significant adjustments to our procurement policies to encourage more engagement with and support for First Australian business. We are currently using those First Australian suppliers for the provision of services including archaeological investigations, plaques and signage, salvage works, bottled water, catering and consulting advice.





"The opportunity at Stockland has opened up a new pathway in the future for me as it can help me secure a job, and may help me in other studies. I have enjoyed everything so far as it is my first experience working in business. I would tell anyone that a traineeship offers so many experiences that can pay off in jobs down the track and may help you secure a spot over another person"

Bailey Morgan-Brinkworth
Administration Trainee



Guiding our Reconciliation Action Plan

Our first RAP (2014-2016) was developed by our dedicated RAP Working Group in consultation with Aboriginal organisations such as Jumbana and in partnership with Reconciliation Australia. Our aim was to more closely align, and formally integrate our purpose of shaping thriving communities with our vision for making a positive contribution towards a more just, equitable and reconciled Australia. We decided to complete a formalised RAP to provide a solid framework for us to achieve this end.

The RAP Working Group established the broader RAP strategy by thorough consideration, collaboration and discussion across the business, and included representation from employees and the Board.

In order to support the delivery of our first RAP commitments, we established our RAP Action Group (RAG). Our RAG is comprised of employees from all levels of management across the business including our

Leadership, Sustainability, Human Resources, Procurement, Property Development, and Property Management teams. These individuals hold specific responsibility for the delivery of our RAP actions.

Our RAG membership is comprised of:

- General Manager, Sustainability
- National Sustainability Manager Retirement Living
- General Manager, Property Management
- Procurement Manager
- General Manager, Group Project Management and Direct Procurement
- National Supply Chain Manager
- General Manager Development, Victorian Residential
- Diversity and Inclusion Consultant
- Regional Retail Manager
- General Manager, Stakeholder Relations
- General Manager, Residential Victoria
- Administration Manager, Retail
- Receptionist, Retail
- General Manager, Human Resources

Two of the employees within the RAG are First Australian representatives.

Our second RAP is a result of ongoing consultation with our RAG members and Reconciliation Australia. In reviewing our achievements and progress since the launch of our first RAP, our RAG members identified key initiatives and programs that would help us to further our understanding of and experience working with Aboriginal and Torres Strait Islander peoples in the areas of health & wellbeing, education and community connection.

Reconciliation Australia has once again kindly assisted us with its expertise in aligning our strategic commitments within the areas of Respect, Relationships and Opportunities. These areas, in conjunction with our sustainability, diversity and inclusion and accessibility strategies, underpin our approach to reconciliation. Our approach reflects Reconciliation Australia's RAP requirements, which includes Actions, Responsibility, Timelines and Targets.



Some of the key activities that Stockland is delivering within our Reconciliation Action Plan include:

- **Sponsoring Jamie's Ministry of Food Mobile Kitchen Program in Queensland:**

As part of a three year partnership, Jamie's Ministry of Food, in partnership with the Good Foundation will deploy a mobile kitchen to deliver five-week cooking classes to Queensland communities, in and around Stockland assets and the broader Queensland community. This program extends into far North Queensland to Mossman Gorge where the cooking classes are delivered to the local Aboriginal community. This is the second visit of the Mobile Kitchen to a First Australian community in Queensland after its first visit to Queensland's Cherbourg in 2015. Extensive community-wide consultation, including direct consultation with Aboriginal Elders, has taken place to modify the cooking classes to respect local cultural traditions.

- **Establishing Connectivity Centres:**
Due to the location of our assets and the scale of our large developments, there exists a unique opportunity to create regional employment opportunities, particularly in construction and retail. To harness this opportunity, Stockland aims to partner with contractors and registered training organisations to establish 'Connectivity Centres'; centres onsite at our retail developments that provide training and connect local jobseekers to meaningful employment opportunities. Stockland has committed to delivering a Connectivity Centre at our Stockland Green Hills development, and will seek to replicate this model on major Stockland developments and where possible, provide training and employment opportunities for local Aboriginal and Torres Strait Islander people.

The RAG will continue to meet and review our commitments and actions twice a year and report back to the business on progress and outcomes.



Our commitments: Relationships

STOCKLAND'S PURPOSE IS TO SHAPE THRIVING COMMUNITIES. WE BELIEVE THAT CREATING A SENSE OF COMMUNITY CONNECTION IS CORE TO THIS PURPOSE AND IS INTEGRAL TO THE WELLBEING OF SOCIETY. WE UNDERSTAND THE NEED TO ENGAGE, CONNECT WITH AND LEARN FROM ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES FOR THE WELLBEING OF THE COMMUNITY. WE ARE PLEASED TO HAVE FORGED NEW AND CONTINUED STRONG AND POSITIVE RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND COMMUNITIES IN AND AROUND OUR ASSETS. WE HOPE TO FURTHER STRENGTHEN THESE RELATIONSHIPS THROUGHOUT OUR SECOND RAP AND BEYOND.

Action	Responsibility	Timeline	Target 2017–2019
1. RAP Action Group (RAG) oversees RAP development, implementation of actions, tracking progress and reporting	General Manager, Sustainability	March 2017	RAG to oversee the development, endorsement and launch of RAP
		March 2017	Review Terms of Reference for the RAG
		March and September 2017, 2018	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAG through bi-annual review
		April and November 2017, 2018	RAG meet at least twice per year to monitor and report on RAP implementation
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	General Manager, Sustainability	May and June 2017, 2018	Organise at least one internal event in each state head office for NRW each year
		May and June, 2017, 2018	Register event details on the NRW website
	National Retail and Trade Marketing Manager	May/June 2017, 2018	Promote NRW in all Stockland-branded retail centres and retirement living villages annually
	National Facilities and Compliance Manager, Retirement Living	May/June 2017, 2018	Ensure our RAG participates in an external event to recognise and celebrate NRW



Action	Responsibility	Timeline	Target 2017–2019
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	General Manager, Stakeholder Relations	June 2018	Review Stockland's stakeholder engagement plans and toolkits and update to include guiding principles for engagement with Aboriginal and Torres Strait Islander stakeholders
		June 2018	Stockland to use our existing partnerships to review engagement processes with a State based Aboriginal or Torres Strait Islander partner to seek feedback on this process
		June 2018	Collate information from across Stockland of current relationships and/or activities with Aboriginal and Torres Strait Islander stakeholders to identify areas to build and strengthen relationships
4. Raise internal and external awareness of our RAP and reconciliation issues more broadly	General Manager, Property Management	January 2018	Support First Australian cultures through the facilitation of relationships and the delivery of activities that celebrate Aboriginal and Torres Strait Islander cultures such as First Australian Elder visits for storytelling, touring art displays, art classes, local cultural tours to significant Aboriginal sites and the implementation of site signage or artefacts at Stockland retail assets
	General Manager, Project Management & Direct Procurement	June 2018	Share RAP learnings and achievements with strategic suppliers at annual supplier roadshow
	General Manager, Sustainability	June 2018	Implement and review a strategy to communicate our RAP to all internal and external stakeholders
		June 2018	Promote reconciliation through ongoing active engagement with all stakeholders
		June 2018	Stockland will integrate our reconciliation communications within our sustainability communications strategy
		June 2018	Include an update on RAP progress within our annual sustainability report

Our commitments: Respect

RESPECT IS ONE OF STOCKLAND'S FOUR CORE VALUES. OUR RAP AIMS TO EMBRACE THE RICHNESS OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND ENSURE OUR PEOPLE AND KEY STAKEHOLDERS LEARN AND EMBRACE THIS CULTURAL RICHNESS. OUR FIRST RAP STARTED OUR JOURNEY TO INCREASE EMPLOYEE AWARENESS AND APPRECIATION OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES. OUR SECOND RAP AIMS TO EVOLVE THESE LEARNINGS TO A DEEPER LEVEL OF UNDERSTANDING.

Action	Responsibility	Timeline	Target 2016–2018
1. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	General Manager, Human Resources, General Manager, Sustainability	June 2017	Engage an Aboriginal and/or Torres Strait Islander business to deliver Aboriginal and Torres Strait Islander online cultural awareness training to all Stockland employees
		June 2017	Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided
		June 2017	Provide opportunities for RAG members, RAP champions, HR managers and other key leadership staff to participate in face-to-face cultural training
2. Engage Stockland employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, including Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	General Manager, Stakeholder Relations	May 2017	Develop, implement and communicate cultural protocol guidelines for Welcome to Country and Acknowledgement of Country for employees, to include in Stockland's writing style guide
		May 2017	Develop a list of contacts for organising a Welcome to Country and maintaining respectful partnerships to be locally updated by each Stockland Office



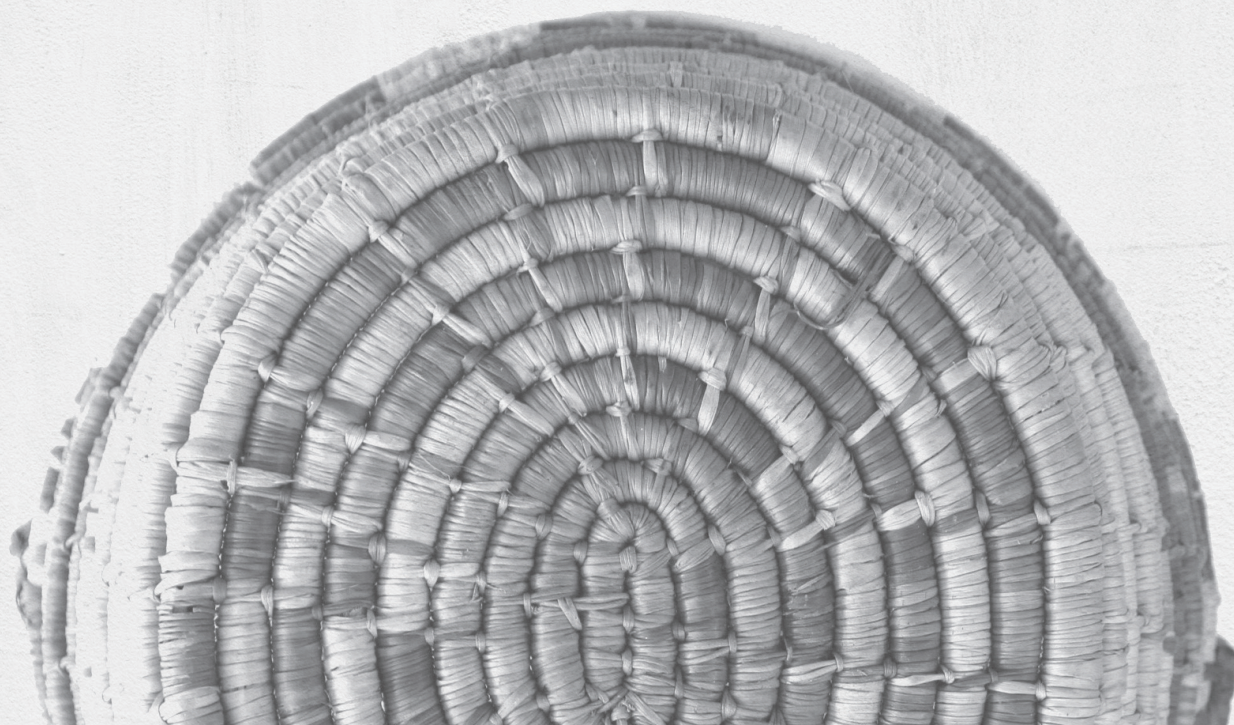
Action	Responsibility	Timeline	Target 2016–2018
2. (continued)	General Manager, Stakeholder Relations	May 2017	Invite a Traditional Owner to provide a Welcome to Country at least one significant company event including key development launches
		May 2017	Include Acknowledgement of Country at the commencement of important internal and external meetings
	General Manager, Property Management	June 2018	Display a plaque acknowledging the Traditional Owners of Country at each Stockland state office
3. Engage Stockland customers and residents in understanding the significance of Aboriginal and Torres Strait Islander cultures and histories	General Manager, Residential Victoria	May 2018	Update Stockland Residential Design Guidelines to integrate case study examples of design standards that reflect local and cultural heritage
	General Manager, Residential QLD, NSW, VIC, WA	October 2017	Invite local Traditional Owners and/or Aboriginal Land Council members to attend Stockland development launch/s
	National Marketing Manager, Residential	May 2018	All Residential projects to include information on respective websites about each site's Aboriginal or Torres Strait Islander history, culture and local Aboriginal and/or Torres Strait Islander community
	General Manager, Property Management	May 2018	Complete roll-out of Acknowledgement of Country plaques across the Stockland retail portfolio
	General Manager, Development, Retirement Living	June 2017	Willowdale Retirement Village to recognise cultural heritage of the land through: <ul style="list-style-type: none"> • The display of artwork within clubhouse (wall art and engraving of door); • A Welcome to Country performed at village opening; and • The provision of information within the village to promote awareness of and encourage use of the adjacent heritage trail

Our commitments:

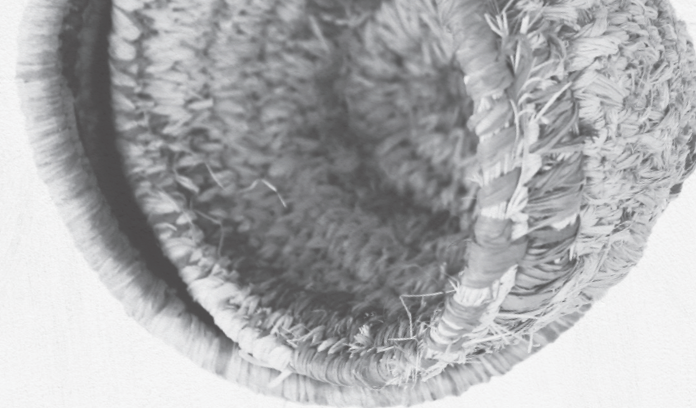
Respect (cont)

Action	Responsibility	Timeline	Target 2017–2019
4. Provide opportunities for Aboriginal and Torres Strait Islander staff and residents to engage with their culture and communities by celebrating NAIDOC Week	National Marketing Manager, Residential General Manager, Development & Design Retirement Living	July, 2017, 2018	Promote NAIDOC week at all Stockland retail centres and retirement living villages through the display of customer facing posters At select retail and residential locations Stockland will host NAIDOC events in partnership with local community organisations
	General Manager, Sustainability	July, 2017, 2018	Promote NAIDOC week at Stockland state offices through employee communications and events
	General Manager Leadership, Human Resources General Manager, Sustainability	July, 2017, 2018	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week
Recognise and respect Aboriginal and Torres Strait Islander Cultural Heritage in all our developments	General Manager, Residential Development Victoria and Regional Development Management forum	May 2018	Each residential development determined to have Aboriginal or Torres Strait Islander significance as determined by a multi-stakeholder approach with Stockland, local First Australian community and by the approval authority as part of applying for development approval, will: <ul style="list-style-type: none"> Assess and where possible, employ First Australian contractors or other contractors that employ local Aboriginal or Torres Strait Islander knowledge for land management processes when assessing First Australian cultural heritage on the site; and <ul style="list-style-type: none"> Document and implement a minimum of one ongoing social program in each state to increase community engagement with Aboriginal and Torres Strait Islander communities. These programs will be developed to suit differing needs of the local community and may include resident educational workshops, school based workshops, and consultation and engagement programs

Action	Responsibility	Timeline	Target 2017–2019
(continued)	General Manager, Residential Development Victoria and Regional Development Management forum	May 2018	<p>Each residential development applying for development approval, to deliver:</p> <ul style="list-style-type: none"> • A completed Cultural Heritage Management Report • At least one “toolbox talk” by local Aboriginal Elders to construction partners on land where there is cultural significance <p>One piece of public infrastructure reflecting and acknowledging local cultural heritage will be developed in consultation with local Traditional Custodians</p>



Our commitments: Opportunities



IN LINE WITH OUR COMMITMENT TO DIVERSITY & INCLUSION, WE AIM TO CREATE A VIBRANT AND INCLUSIVE WORK CULTURE THAT REFLECTS THE COMMUNITIES IN WHICH WE OPERATE. OUR AMBITION IS TO WORK MORE COLLABORATIVELY WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND COMMUNITIES ACROSS OUR SUPPLY CHAIN TO PROVIDE OPPORTUNITIES FOR GROWTH FOR FIRST AUSTRALIAN SUPPLIERS AND PROVIDE US WITH A MORE DIVERSE, HIGH QUALITY RANGE OF PRODUCT AND SERVICES.

Action	Responsibility	Timeline	Target 2017-2019
1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	General Manager, Human Resources	June 2017	Review and implement Stockland's Aboriginal and Torres Strait Islander employment and retention strategy
	General Manager, Human Resources	October 2017	Engage with existing Aboriginal and/or Torres Strait Islander staff to consult on our employment and retention strategy, including professional development
	General Manager, Human Resources	October 2017	Provide mentoring and development opportunities to our current Aboriginal and/or Torres Strait Islander staff to support their career progression
	General Manager, Human Resources	October 2017	Advertise vacancies in Aboriginal and Torres Strait Islander media
	General Manager, Human Resources	October 2017	Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities
	General Manager, Human Resources	October 2017	Review HR and recruitment procedures to ensure there are no barriers to Aboriginal and/or Torres Strait Islander employees and future applicants participating in our workforce
	General Manager, Human Resources, General Manager Sustainability Manager	January 2018	Review and document partnership and program opportunities with organisations that deliver Aboriginal and/or Torres Strait Islander education, mentoring, training and employment programs in and around Stockland assets and offices
		June 2018	Seek to expand potential internship and traineeship opportunities to Aboriginal and Torres Strait Islander students across Stockland offices



Action	Responsibility	Timeline	Target 2017-2019
Engage with external stakeholders to encourage improved Aboriginal and Torres Strait Islander employment outcomes in their organisations	General Manager, Development and Design Commercial Property	June 2018	Partner with contractors and registered training organisations to establish Connectivity Centres on major Stockland developments and where possible, provide training and employment opportunities for local Aboriginal and Torres Strait Islander people
	General Manager, Project Management & Direct Procurement	January 2018	Facilitate the delivery of Aboriginal and Torres Strait Islander procurement, education or employment programs with strategic suppliers or suppliers who have a Reconciliation Action Plan (RAP) as determined in the initial planning phase of Stockland development projects
	General Counsel and Group Secretary, Group Legal	June 2018	Engage with our external legal service providers who have RAPs to understand effective legal service programs to pilot at Stockland
	General Manager, Human Resources	October 2017	Advertise vacancies in Aboriginal and Torres Strait Islander media
2. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	General Manager, Sustainability	October 2018	Increase the number of indirect First Australian suppliers by 10% from FY14 First Australian supplier baseline by 2018
		June 2017, 2018	Facilitate one supplier workshop with Tier 1 and critical indirect procurement suppliers who have a RAP to share learnings and achievements
		June 2017, 2018	Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply Stockland with goods and services
		June 2017, 2018	Develop and communicate a list to relevant staff in the supply chain a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services
		June 2017, 2018	Maintain Supply Nation membership
		June 2017, 2018	Promote the use of Supply Nation to all business units, educating employees on how to use the database
		June 2018	Facilitate one supplier workshop with Tier 1 and critical indirect procurement suppliers who have a RAP to share learnings and achievements
Support external organisations to deliver services to Aboriginal and Torres Strait Islander stakeholders	General Manager, Sustainability General Manager, Property Management	March 2017 and continues to June 2018	Support the delivery of Jamie's Ministry of Food Mobile Kitchen program in Far North Queensland. Continue to support kitchen as it tours through Queensland

Our commitments: Tracking and reporting

TRACK AND REPORT ON PROGRESS TO ENSURE WE ARE DELIVERING ON OUR COMMITMENTS

Action	Responsibility	Timeline	Target 2014-2016
1. Report RAP achievements, challenges and learnings to Reconciliation Australia	General Manager, Sustainability	September 2017	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually
		July 2018	Investigate participating in the RAP Barometer
2. Publically and internally report our RAP achievements, challenges and learnings	General Manager, Sustainability	September 2017, 2018	Update Stockland RAP progress on Stockland Sustainability website annually
		December 2017, 2018	Provide a RAP update to Stockland staff annually
3. Review, refresh and update RAP based on learnings, challenges and achievements	General Manager, Sustainability	February 2018	In partnership with Reconciliation Australia, develop a new RAP based on learnings, challenges and achievements
		June 2018	Send draft RAP to Reconciliation Australia for formal feedback and endorsement







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