



dexus

**Reflect**  
**Reconciliation**  
**Action Plan**

March 2022 – August 2023



RECONCILIATION  
ACTION PLAN

REFLECT





## Acknowledgement of Country

Dexus acknowledges the Traditional Custodians of the lands on which we operate and recognise their ongoing connection to land, waters and community. We pay our respects to First Nations Elders past, present and emerging, and remain committed to supporting reconciliation across our business.



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# Message from the CEO of Reconciliation Australia

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

Dexu joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Dexu to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

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



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## RAP artist and designer

Amy Allerton is the owner and founder of Indigico Creative and a contemporary Aboriginal artist. Descended from the Gumbaynggirr and Bundjalung nations, she was born and raised on Gamilaroi country in Tamworth NSW, where she is based with her husband, two children and toy cavoodle.

Amy has been providing graphic design services Australia-wide since 2014, collaborating with businesses and partnering with communities to creatively communicate the stories that bring us together. Amy is driven by her personal and professional vision that every story is given value and a voice, to revitalise communities, reconnect to culture and restore identities to build a stronger future.

A natural progression from designing visual communications in the corporate market, Amy applies her skills in digital illustration to deliver a modern approach to Aboriginal storytelling. Amy's artworks are an extension from her journey of exploring her own cultural identity, bringing her unique ability to speak in colour and imagery to create visual representations of the journeys and values of organisations and communities.



## RAP artwork

*"The Places Where We Thrive"*

© by Amy Allerton, 2022

This artwork tells the story of a vision for our communities, both large and small, where they are all thriving and strong as they build lives, homes and legacies for present and future generations. Every community is connected by spirit and by country, surrounded by flourishing waterways and vibrant land that is enriched and cared for by its people. Communities are empowered to find new ways to build and expand, as they dream and innovate to create the places where we thrive.





# CEO statement of support

I am pleased to present Dexus's inaugural Reflect Reconciliation Action Plan (RAP) for 2022-2023, which reinforces our commitment to driving opportunities that will promote reconciliation across our operations and communities.

As one of Australia's leading fully integrated real estate groups, we own, manage and develop properties on the lands of the Traditional Custodians and as such we recognise we have an important role to play in contributing to the reconciliation movement in Australia.

Over the next 18 months, our Reflect RAP will provide opportunities for career development and economic participation for First Nations people within the property industry.

By working in partnership with First Nations people, we are focused on embedding a culture of respect within our business and establishing stronger relationships with Aboriginal and Torres Strait Islander businesses and communities.

Developing this RAP positions us to be able to have a meaningful impact across all the communities in which we operate, and we are proud to have commenced this journey.



**Darren Steinberg**  
Chief Executive Officer



# Our business

We are one of Australia's leading fully integrated real estate groups, managing a high-quality Australian property portfolio valued at \$42.5 billion. We are a top 50 entity by market capitalisation listed on the Australian Securities Exchange and the group's portfolio includes 182 properties across 5.7 million square metres (as at 30 June 2021). Our properties are located around Australia, spanning from Townsville in Queensland to the capital cities of Sydney, Melbourne, Brisbane and Perth. We have over 35 years of expertise in property investment, funds management, asset management and development, and we have a proven track record in capital and risk management and delivering superior risk-adjusted returns for our investors.

The group portfolio includes some of Australia's most well-known buildings, including: 25 Martin Place (Sydney), Australia Square (Sydney), One Farrer Place (Sydney) and Rialto Towers (Melbourne).

Dexus's vision is to be globally recognised as Australia's leading real estate company. We are a passionate and agile team who want to make a difference and our purpose is to create spaces where people thrive. We value openness and trust, empowerment and integrity and these values, along with our purpose, define how we work. Respect is also at the heart of what we do and we believe in creating value for our people, tenants (customers), investors and surrounding communities.

We believe the strength and quality of our relationships will always be central to our success and we are deeply committed to working with our customers to provide spaces that engage and inspire.

As at 31 August 2021, Dexus employed 632 employees, located in offices based in Sydney, Melbourne, Brisbane and Perth. This includes permanent, fixed-term and casual employees. In June 2021, an organisation-wide voluntary survey confirmed that no staff members identified as Aboriginal and Torres Strait Islander. As part of our RAP, we will be exploring a First Nations peoples' employment plan within our organisation, to identify mutually beneficial employment opportunities for First Nations people. This includes working with our partners in our broader network on employment programs that will engage and support Indigenous people. We are also seeking to engage with our partners to explore opportunities for Aboriginal and Torres Strait Islander representation in our working group.



# Our RAP



Every day across Australia, thousands of people work, visit or shop in a Dexus-managed building and we believe we have a significant role in supporting reconciliation through the communities in which we operate. Through the development of our RAP, we want to listen, learn and meaningfully connect with First Nations people to better understand their contribution as the First Australians on this land that we live and work.

We recognise that our role extends beyond our core responsibilities to our customers and investors and our aim is to have a positive influence on all of the communities we connect with, including with First Nations people.

Our core business presents real opportunities to deliver on actions and initiatives which will support reconciliation. Our office buildings are located where our customers need to be, covering the central business districts of Sydney, Melbourne, Brisbane and Perth. Our shopping centres, managed on behalf of our third-party capital partners, also welcome millions of shoppers each year and are centrally located community hubs.

The creation of sustained value is underpinned by our quality property portfolio and we are committed to playing a leading role in shaping Australian cities for the future as desirable places to live, work and play. As property owners, managers and developers, this puts Dexus in a unique position to contribute to reconciliation efforts across Australia. We recognise that we have the ability to provide various channels for our stakeholders to learn and engage with reconciliation efforts. This includes sharing information and resources, as well as engaging our people and customers to participate in meaningful activities that will strengthen their awareness and cultural understanding.

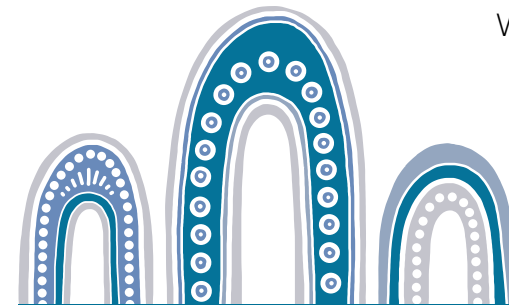
With more than 150 million people visiting our properties every year, we believe our work in developing a RAP will help to deliver positive outcomes in terms of driving awareness and creating opportunities for Dexus to strengthen its connection with First Nations peoples' communities and stakeholders.

The Dexus Sustainability Approach, and our approach to Environmental, Social and Governance (ESG) principles, also supports our rationale for developing a RAP. It is used as a lens to integrate ESG risks and opportunities into our strategy, property and funds management activities, supporting the long-term creation of sustained value for Dexus's investors (including our third party capital partners), employees, customers, suppliers and communities.

We consider sustainability to be a key part of our business with the value creation outcomes of Leading Cities, Future-Enabled Customers and Strong Communities, Thriving People and an Enriched Environment, supporting our overarching goal of delivering Sustained Value. We believe the development of our RAP will provide ways for our business to realise sustained value in new stakeholder and community channels.

Formalising our activities with First Nations people via the development of a RAP will enable our people to learn, understand and connect with First Nations people and their history. It will also provide us with a framework to promote opportunities for sustainable business growth, career development and economic participation for First Nations people within the property industry.

We believe the strength and quality of our relationships and partnerships will enable Dexus to pursue opportunities in relation to reconciliation, particularly given our position as an Australian business that provides spaces that engage and inspire.



We acknowledge that as one of Australia's largest office landlords, owning and managing many buildings on traditional lands throughout Australia, we have an important role to play when it comes to promoting and effecting positive change for First Nations people and our Reflect RAP will set the foundations for how our business will realise this vision.

**"Our Reflect RAP supports our commitment to drive valuable opportunities and outcomes that promote reconciliation across our operations and communities. It will help our business to build meaningful relationships with First Nations people and businesses and provide the opportunity for our people to learn from the Traditional Owners of the land on which we operate. Importantly, it is a framework that outlines a pathway forward for Dexus to contribute to the reconciliation process in Australia."**

Mr Darren Steinberg, CEO of Dexus



## Alignment to our organisational culture, values and Diversity and Inclusion principles

We believe that our values and Diversity and Inclusion strategy are aligned to support the delivery of our Reflect RAP. This will ensure we deliver a sustainable contribution to Reconciliation Australia's five critical dimensions of national reconciliation, being: race relationships, equality and equity, institutional integrity, unity and historical acceptance.

At Dexus, we believe that decision-making is enhanced through diversity and inclusion:

- Diversity means valuing an individual's right to identify with race, colour, gender, age, religious belief, ethnicity, cultural background, marital or family status, economic circumstance, human capacity, expression of thought and sexual orientation as well as their experiences, skills and capabilities. This creates a business environment that encourages a range of perspectives and fosters excellence in the creation of sustained value for our investors
- We believe that diversity provides a competitive advantage and through diversity we make better decisions which creates further value for investors
- We support and encourage diversity at all levels: the Board of Directors, the executive management team, the senior management team and throughout our organisation
- We believe that merit is the key requirement for employee advancement
- We do not tolerate discrimination, harassment, vilification or victimisation

Our strategic Diversity and Inclusion objectives are to embed inclusive behaviours and leadership principles within our ways of working so that:

- Diversity and Inclusion, including our Reflect RAP commitments, are integrated into the way business is done to provide a sustainable, strategic and competitive advantage
- Inclusion is seen as an asset and catalyst for enabling different perspectives, innovation and quality decision-making
- Dexus is recognised externally for having a best practice inclusive culture and our Reflect RAP will demonstrate this
- Psychological safety is embedded into the way we work – our employees feel safe to bring their whole selves to work

We believe the Reflect RAP framework will strengthen Diversity and Inclusion at Dexus and ensure that we can build a workforce that has a core understanding of First Nations peoples' culture and history.

# Opportunities for our Reflect RAP

Our Reflect RAP will enable us to lay the foundations and prioritise sustainable actions around:

- Establishing and strengthening mutually beneficial relationships with First Nations people directly and indirectly through our partnerships, investments, supply chains and distribution channels
- Diversifying our supplier base to support economic and social outcomes for First Nations people
- Building relationships and awareness through getting involved in National Reconciliation Week
- Improving employment outcomes by increasing First Nations people recruitment, retention and professional development
- Driving education and awareness outcomes within Dexus and with our customers and partners
- Increasing the understanding of First Nations peoples' cultures through cultural learning and training programs
- Building respect for First Nations peoples' cultures and histories by observing cultural protocols and being involved in NAIDOC Week
- Ensuring appropriate governance, including establishing a Dexus RAP Working Group, reporting mechanisms, and support for the effective implementation of RAP commitments. Progress will also be reported to the Board Environmental, Social and Governance Committee ("Board ESG" Committee) at Dexus

By developing a Reflect RAP, Dexus will:

- Formalise the various activities associated with First Nations people, that are conducted across the group, into a logical framework
- Implement a tried and tested framework that is proven to drive reconciliation through practical actions
- Enable our employees to develop greater cultural awareness and professional development practices that will strengthen relationships with First Nations people
- Continue our focus on building a more dynamic and diverse workforce
- Ensure more effective and relevant service delivery to First Nations people and their communities



# Our approach to implementing our RAP

To ensure delivery on our Reflect RAP commitments, our approach will be to ensure our goals are simple and achievable, and focused on having a positive impact internally (our people) and externally (our customers, investors, partners and suppliers). We will be focused on ensuring that our RAP deliverables create sustained value and consideration will also be given to how we incorporate our key reconciliation goals into relevant business and / or individual performance scorecards.

## 1 Clear priorities

Our Reflect RAP will focus on:

- Exploring the potential to increase procurement activity with First Nations peoples' businesses
- Ensuring our employees receive cultural awareness training and learning opportunities
- Exploring a First Nations peoples' employment plan within our organisation, including exploring mutually beneficial employment programs or arrangements with our partners
- Leveraging our sphere of influence (e.g. through our partnerships and investments) to explore opportunities to promote reconciliation through the use of our spaces.

## 2 Governance and reporting

The Dexus Social Impact Working Group (SIWG) is responsible for Dexus's Social Impact Strategy and will have accountability for the Reflect RAP and related actions. The SIWG is chaired by a Dexus executive and reports into the Corporate Executive Committee, chaired by the Chief Operating Officer, which takes ownership of group operational matters. The SIWG also provide regular updates to the Board ESG Committee at Dexus.

The SIWG has formed the Dexus RAP Working Group to support the implementation of our Reflect RAP, which is chaired by the Head of Capital Transactions. Throughout the implementation of the Reflect RAP, the Dexus RAP Working Group will leverage existing partnerships that have expertise within the area of reconciliation to enhance our learnings throughout the process.

The Dexus RAP Working Group is comprised of 16 employees based in various departments and business functions, providing a broad remit of experience to bring the Reflect RAP process to life, including:

- Head of Capital Transactions (Department: Strategy, Transactions and Developments)
- General Manager, Technical Services and Supply Chain (Department: Project Management – Operations and Facilities)
- National Community Manager (Department: Customer Insights and Engagement)
- Senior Manager, Organisational Development (Department: People and Culture)
- Sustainability Analyst (Department: Sustainability)
- General Manager – 5 Martin Place (Department: Office and Industrial Asset Management)
- Governance Administrator (Department: Governance)
- Senior Centre Manager – Sydney CBD (Department: Office and Industrial Asset Management)
- Marketing Manager (Department: Marketing)
- Sales Associate (Department: Dexus Place)
- Communications and Corporate Affairs Manager (Department: Investor Relations, Communications and Sustainability)
- ESG Reporting Manager (Department: Investor Relations, Communications and Sustainability)
- Transactions Manager (Department: Capital Transactions)

- Development Manager (Department: Development)
- Team Coordinator (Department: Investor Relations, Communications and Sustainability)
- Graduate, Admin and Support (Department: Development)

The Dexus RAP Working Group currently does not have Aboriginal and Torres Strait Islander representation. We are activating various internal communication channels within our business to seek membership from those who are of Aboriginal and Torres Strait Islander descent, and we will continue to regularly engage with our people on this. We will also look to work with our partners, including the Black Dog Institute, to engage with First Nations people as we commence the implementation of our Reflect RAP.

Our RAP Champion is the Chair of the RAP Working Group, being the Head of Capital Transactions.

Progress against goals will be reported regularly through the Dexus RAP Working Group to the Corporate Executive Committee and Board ESG Committee. Reporting will be rolled up annually to Reconciliation Australia's RAP Impact Measurement Survey and Dexus's annual reporting to various stakeholders, including its investors.

## 3 Social impact

The preparation of our Reflect RAP will form a large part of our Social Impact Strategy, which is overseen by the SIWG. The Reflect RAP falls within one of the main objectives of the SIWG, which is to develop a social impact program that delivers measurable benefits across our employees, our customers, our communities and the environment. The SIWG also oversees social impact initiatives, policies and practices that support our business strategy, and the development of a Reflect RAP plays a large part in this.

We will be able to connect with our employees, customers and communities during the development of our Reflect RAP and the SIWG is looking forward to the learnings that are identified throughout this process.

## 4 Our Sustainability Approach

We acknowledge that ESG is an integral part of our daily business operations. Our Reflect RAP will similarly focus on actions that can be integrated into the way we work and contribute to Reconciliation Australia's five critical dimensions that together represent a comprehensive picture of national reconciliation. For this reason, our values and the way we behave will inform our approach to implementing our Reflect RAP.

Through our Sustainability Approach, we integrate the management of ESG issues across the property life cycle for our direct portfolio and across portfolios managed on behalf of our third-party capital partners.

We continue to respond to new perspectives and embrace the broader ecosystem in which we operate and the development of our Reflect RAP is one such example of this. Our approach forms the basis from which sustainability commitments and targets are formed, and how achievements are measured.

Over time, the Dexus RAP will incorporate strategies, and deliver initiatives and programs across Dexus's five key value creation outcomes of Thriving People, Enriched Environment, Sustained Value, Future Enabled Customers and Strong Communities and Leading Cities. Through our Reflect RAP, we will be identifying how Dexus can contribute to reconciliation, as well as building a better understanding of First Nations people across the group's network and operations.



# Our reconciliation journey so far

At Dexus, we have found ways to acknowledge First Nations people across our properties and operations over the years. We recognise that there is more to learn and we are focused on strengthening our commitment to incorporating reconciliation practices across our business as our Reflect RAP takes form.

## 1 Key dates

Each year, Dexus has been involved with key dates on the reconciliation calendar, including:

- NAIDOC Week
- National Reconciliation Week

NAIDOC Week and National Reconciliation Week provide an opportunity for our people and customers to engage with initiatives and activations that strengthen their understanding of First Nations peoples' culture and history.

We are proud to recognise and engage with these important periods in the year and provide avenues for our stakeholder groups to appreciate the importance of reconciliation. For NAIDOC Week, we focus on holding activations across the group portfolio that will enhance our people's and customer's respect and understanding for First Nations people and their history. We often hold activations within the lobbies of our buildings and collaborate with the employees of our extensive customer network. We also hold internal activations for our employees at our workplaces across Australia to drive awareness of reconciliation.

We use National Reconciliation Week as an opportunity to foster internal learning, by sharing information on reconciliation and cultural awareness training, and providing ways that our people and customers can contribute to reconciliation in Australia. Not only do we share information with our people, but we also engage with our partners and customers on activities that raise further awareness of the history and culture of First Nations people.

Some examples of our previous NAIDOC Week initiatives are below.

### NAIDOC Week – 2018

- Brisbane – at 480 Queen Street, we held a pop-up handcrafted jewellery stall in the lobby, with jewellery provided by Sonia Pallett who is an Aboriginal jewellery artist. This initiative was advertised via the building's online customer portal.
- Sydney – our Office portfolio held book collections in the lobbies of our properties, with all books going to First Nations people, refugee and marginalised communities in need, with the books being distributed across various regions, including Tennant Creek, Palm Island, Groote Eylandt, Kempsey and Wagga Wagga.

### NAIDOC Week – 2019

- Perth – at Kings Square, we held a Welcome to Country, a Noongar cultural performance, First Nation peoples markets and catering influenced by First Nations people. The Kings Square team worked with Boorloo Aboriginal Cultural Experiences, which is a small, family-owned company based in Perth.
- Sydney – our Office portfolio held book collections in the lobbies of our properties, with all books going to First Nations people, refugee and marginalised communities in need, with the books being distributed across various regions, including Tennant Creek, Palm Island, Groote Eylandt, Kempsey and Wagga Wagga.

### NAIDOC Week – 2020 and 2021

- Due to COVID-19 restrictions, we had to scale back the activations that are usually held across the group portfolio for NAIDOC Week.
- Instead, we focused on providing information to our people about the importance of a RAP and the initial steps that the SIWG were taking with the Reflect RAP phase.

## 2 Internships

We are committed to identifying and providing career pathways for Indigenous people in our business. We are currently partnered with Career Trackers Indigenous Internship Program Limited to provide an internship to a First Nations people student. The program aims to accelerate professional development and provide tailored training to enhance career prospects.

## 3 Development milestones

- Our development milestones are always opened with an Acknowledgement of Country. Examples include: the North Shore Health Hub, St Leonards sod turning on 20 February 2019; the 100 Mount Street, North Sydney topping out on 29 October 2019; the sod turning at our Horizon 3023 industrial site in October 2019; and the North Shore Health Hub topping out on 20 November 2020.
- We participated in a smoking ceremony held by Roberts Co, our construction partner on the North Shore Health Hub development, prior to the sod turning event in 2019.
- We also invited Craig Warren, a proud Gadigal man of the Eora Nation, to do a Welcome to Country at the launch of lobby refurbishments at 309 and 321 Kent Street, Sydney in 2019.
- A Gadigal Elder, Graham Simms, also conducted a Welcome to Country at the launch of the lobby refurbishment at 44 Market Street, Sydney in 2019.

## 4 Artwork

- In 2016, we established a Koorden Sculptures art installation by Noongar artist, Rod Garlett, that was showcased in the Wellington Gardens outside of one of the office towers at Kings Square (Perth).
- We have First Nations people artwork featured in many of our buildings, including at 480 Queen Street, Brisbane, where artwork created by First Nations people artist Danie Mellor is on display.



# Our partnerships and current activities

## 1 Community partnerships

Dexus has been a member of Supply Nation since 2019 and is proud to be working with an organisation that is helping to build a thriving First Nations people business sector.

Dexus is an Official Partner of the Sydney Swans, a relationship that commenced in 2017. As part of the Sydney Swans proud history of strong Aboriginal and Torres Strait Islander players, and as a commitment in their RAP, Dexus was invited to attend a cultural awareness training session with their corporate partners. The training session was designed to provide a greater understanding of Aboriginal and Torres Strait Islander people and culture and provide practical assistance to build culturally inclusive workplaces. This took place on 29 May 2018 and was attended by two representatives from Dexus.

In 2021, we established two community partnerships with Planet Ark and the Black Dog Institute (Black Dog). Black Dog have advised that they have resources to assist Dexus on its RAP journey and we are working with their representatives to help inform the development and implementation of our Reflect RAP.

## 2 Internal activities / initiatives

We hold an annual, company-wide event every year called the Whole of Company Conference (WOCC), which is opened with a Welcome to Country. At our WOCC in 2018, we invited an Elder, Aunty Ann Weldon from the Metropolitan Local Aboriginal Land Council, to provide a keynote presentation to our employees, commencing with a Welcome to Country.

The Dexus RAP Working Group has developed an internal communication and engagement plan for 2021, including the consideration of cultural awareness training for all employees (inclusive of all employees and targeted training for procurement and senior leadership). The development of this plan included consultation with cultural awareness training providers.





# Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2022	General Manager, Technical Services and Supply Chain; Head of Capital Transactions
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2022	General Manager, Technical Services and Supply Chain; General Manager – 5 Martin Place
<b>2. Build relationships through celebrating National Reconciliation Week (NRW)</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees.	March 2022, 2023	Communications and Corporate Affairs Manager; Team Coordinator
	Dexus RAP Working Group members to participate in an external NRW event.	May, June 2022; May, June 2023	Customer Care Representative
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, June 2022; May, June 2023	Chief Executive Officer
	Promoting National Reconciliation Week by sharing resources through our employee, customer and community channels to raise awareness of reconciliation.	May, June 2022; May, June 2023	Communications and Corporate Affairs Manager; Team Coordinator

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3. Promote reconciliation through our sphere of influence.</b>	Ongoing communications regarding our commitment to reconciliation to all employees.	May, August, November 2022; February, May, August 2023	Communications and Corporate Affairs Manager; Team Coordinator
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2022	Development Manager
	Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2022	Governance Administrator; Sustainability Analyst
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Leveraging our partnership with the Black Dog Institute to enhance our learnings across reconciliation and engage our people and customers through this channel.	May 2022	Communications and Corporate Affairs Manager; Senior Manager, Organisational Development; Team Coordinator
	Research best practice and policies in areas of race relations and anti-discrimination.	August 2022	Senior Manager – Organisational Development
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022	Senior Manager – Organisational Development



# Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2022	Communications and Corporate Affairs Manager; Senior Manager – Organisational Development
	Conduct a review of cultural learning needs within our organisation.	March 2022	Senior Manager – Organisational Development
	Assessing the opportunities to incorporate First Nations people naming conventions for our Sydney Head Office Boardroom, meeting rooms and workspaces.	April 2022	Sales Associate; Capital Transactions Manager
	Ensuring our employees receive cultural awareness training and learning opportunities.	June, September, December 2022; February, May, 2023	Senior Manager – Organisational Development
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2022	Marketing Manager
	Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2022	Communications and Corporate Affairs Manager; Team Coordinator

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Commencing a mapping exercise to understand the traditional lands we operate on across Australia.	March 2022	Sales Associate; Marketing Manager
	Implement our acknowledgement of the Traditional Owners of the land in which we operate as standard features across all internal communications.	March 2022	Communications and Corporate Affairs Manager; Team Coordinator
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	July 2022; July 2023	Communications and Corporate Affairs Manager; Team Coordinator
	Introduce our employees to NAIDOC Week by promoting external events in our local area.	July 2022; July 2023	Communications and Corporate Affairs Manager; Team Coordinator
	RAP Working Group to participate in an external NAIDOC Week event.	July 2022; July 2023	Senior Manager – Organisational Development; National Community Manager; Senior Centre Manager – Sydney CBD
	Promote NAIDOC Week by sharing resources through our employee, customer and community channels to raise awareness of reconciliation.	July 2022; July 2023	Communications and Corporate Affairs Manager; Team Coordinator; National Community Manager



# Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	April 2022	Senior Manager – Organisational Development
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2022	Senior Manager – Organisational Development
	Exploring a First Nations peoples employment plan within our organisation, including exploring mutually beneficial employment programs or arrangements with our partners.	September 2022	Senior Manager – Organisational Development
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	April 2022	General Manager, Technical Services and Supply Chain
	Maintain and leverage Supply Nation membership.	December 2022	General Manager, Technical Services and Supply Chain

# Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Meet monthly to drive and monitor RAP implementation.	June 2022; June 2023	Head of Capital Transactions; RAP Working Group
	Draft a Terms of Reference for the RAP Working Group.	April 2022	Governance Administrator; ESG Reporting Manager
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	May 2022	Communications and Corporate Affairs Manager
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	March 2022	Senior Manager – Organisational Development
	Engage senior leaders in the delivery of RAP commitments.	June, December 2022; June 2023	Head of Capital Transactions
	Review and define appropriate systems and capability to track, measure and report on RAP commitments.	April 2022; April 2023	Team Coordinator; Graduate – Admin and Support
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022 and annually	Communications and Corporate Affairs Manager; Head of Capital Transactions
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2023	Communications and Corporate Affairs Manager



