

# Global Reporting Initiative

## Full Index

The table below provides a complete reference to the sections within Landcom's 2008/2009 Annual Report where specific key Global Reporting Initiative (GRI) indicators relevant to Landcom's business have been addressed. A summarised version is available here:

<http://www.landcom.com.au/AnnualReport2009/global-reporting-initiative/global-reportinginitiative.aspx>

## Report status codes:

NA - Not applicable to the corporation

NI - Not included anywhere in the corporation

NR - Not reported but addressed elsewhere within the corporation

PC - Partially compliant

C - Compliant

1. Strategy and Analysis					
Profile Disclosure	Description	Reference	Report Status	Comments	Page Number Annual Report
1.1	<p><b>Statement from the most senior decision-maker of the organisation</b></p> <p>The statement should present</p> <ul style="list-style-type: none"> <li>- the overall vision and strategy for the short-term, medium-term (e.g., 3-5 years), and long-term, particularly with regard to managing the key challenges associated with economic, environmental, and social performance.</li> </ul> <p>The statement should include:</p> <ul style="list-style-type: none"> <li>- strategic priorities and key topics for the short/medium-term with regard to sustainability, including respect for internationally agreed standards and how they relate to long-term organisational strategy and success;</li> <li>- broader trends (e.g., macroeconomic or political) affecting the organisation and influencing sustainability priorities;</li> <li>- key events, achievements, and failures during the reporting period;</li> <li>- views on performance with respect to targets;</li> <li>- outlook on the organisation's main challenges and targets for the next year and goals for the coming 3-5 years; and</li> <li>- other items pertaining to the organisation's strategic approach</li> </ul>	<p><i>Chairman's Review</i></p> <p><i>Managing Director's Review</i></p>	C	<p>Landcom provides information on its vision in its corporate plan. The corporate plan is prepared annually, and includes projections and targets beyond one year for both project and financial targets. A five-year business development plan is included in each corporate plan and once they become active projects, longer term strategies are developed for the life of each project.</p> <p>The annual financial targets are reviewed by the Landcom Board &amp; Executive quarterly.</p> <p>The Landcom Board and Executive regularly discusses Landcom's overall vision and short to long term strategies in monthly Board meetings. This also includes identifying Landcom's main challenges and targets for the coming year and the medium term.</p>	<p>2</p> <p>3</p>

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

1.2	<p><b>Description of key impacts, risks, and opportunities.</b></p> <p>The reporting organisation should provide two concise narrative sections on key impacts, risks, and opportunities:</p> <p>Section One should focus on the organisation's key impacts on sustainability and effects on stakeholders, including rights as defined by national laws and relevant internationally agreed standards. This should take into account the range of reasonable expectations and interests of the organisation's stakeholders. This section should include:</p> <ul style="list-style-type: none"> <li>- a description of the significant impacts the organisation has on sustainability and associated challenges and opportunities. This includes the effect on stakeholders' rights as defined by national laws and the expectations in internationally-agreed standards and norms;</li> <li>- an explanation of the approach to prioritising these challenges and opportunities;</li> <li>- key conclusions about progress in addressing these topics and related performance in the reporting period. This includes an assessment of reasons for underperformance or over-performance; and</li> <li>- a description of the main processes in place to address performance and/or relevant changes.</li> </ul> <p>Section Two should focus on the impact of sustainability trends, risks, and opportunities on the long-term prospects and financial performance of the organisation. This should concentrate specifically on information relevant to financial stakeholders or that could become so in the future. Section Two should include the following:</p> <ul style="list-style-type: none"> <li>- a description of the most important risks and opportunities for the organisation arising from sustainability trends;</li> <li>- prioritisation of key sustainability topics as risks and opportunities according to their relevance for long-term organisational strategy, competitive position, qualitative, and (if possible) quantitative financial value drivers;</li> <li>- Table(s) summarising: targets, performance against targets, and lessons-learned for the current reporting period; and targets for the next reporting period and mid-term objectives and goals (i.e., 3-5 years) related to key risks and opportunities.</li> </ul> <p>Concise description of governance mechanisms in place to specifically manage these risks and opportunities, and identification of other related risks and opportunities.</p>	<p><i>Chairman's review</i></p> <p><i>Managing Director's review</i></p> <p><i>Six year performance summary results and analysis</i></p> <p><i>Environmental care</i></p> <p><i>Environmental care</i> - <i>Engaging with our stakeholders about how we report on sustainability</i></p>	C	<p>Key impacts on sustainability and effects on stakeholders including rights as defined by national laws and relevant internationally agreed standards are contained in Landcom's Sustainability Policy and in the <u>Landcom Act 2001</u>.</p>	<p>2</p> <p>3</p> <p>33-38</p> <p>39-47</p> <p>58</p>
		<p><i>Chairman's review</i></p> <p><i>Managing Director's review</i></p> <p><i>Six year performance summary results and analysis</i></p> <p><i>Statutory requirements</i></p>		<p>2</p> <p>3</p> <p>33-38</p> <p>103-114</p>	

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

2. Organisational Profile					
Profile Disclosure	Description	Reference	Report Status	Comments	Page Number Annual Report
2.1	Name of the organisation	<i>Title Page</i>	C		1
2.2	Primary brands, products, and/or services	<i>Organisation operations</i> <i>Renewing urban areas, developing major centres, supplying housing, creating parkland and managing complex government assets.</i>	C		5 14-19
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	<i>Governance structure</i>	C		11
2.4	Location of organisation's headquarters.	<i>Corporate directory</i>	C		122
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	<i>Span of operations</i>	NA	Landcom is limited by statute to operate in NSW, Australia.	
2.6	Nature of ownership and legal form.	<i>About us</i>	C	Landcom is a State Owned Corporation of the NSW Government	4
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	<i>Renewing urban areas, developing major centres, supplying housing, creating parkland and managing complex government assets.</i>	C		14-19
2.8	Scale of the reporting organisation, including: number of employees; net sales; total capitalisation broken down by in terms of debt and equity; and quantity of products or services provided.	<i>Employees</i> <i>Economic development</i> <i>Five year performance summary</i> <i>List of projects</i>	C		52 54-55 33-38 14-19
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: number of employees; net sales; total capitalisation broken down in terms or debt equity; and quantity of products and services provided		NA	No significant changes occurred in the reporting period	
2.10	Awards received in the reporting period.	<i>Awards</i>	C		8-9

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

## Global Reporting Initiative continued

3. Report Parameters					
Profile Disclosure	Description	Reference	Report Status	Comments	Page Number Annual Report
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.		C	The Annual Report is for 1 July 2008 to 30 June 2009.	GRI Index
3.2	Date of most recent previous report (if any).		C	The Annual Report 2008	GRI Index
3.3	Reporting cycle (annual, biennial, etc.)		C	Annual, from 1 July to 30 June each year	GRI Index
3.4	Contact point for questions regarding the report or its contents.	<i>Corporate directory</i>	C		122
3.5	Process for defining report content.	<i>Governance - engaging with stakeholders about how we report on sustainability</i>	C		56-58
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	<i>Span of operations, Six-year performance summary results and analysis - Report scope</i>	C		14, 30-32
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	<i>Span of operations, Six-year performance summary results and analysis - Report scope</i>	C		14, 30-32
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.	<i>Span of operations, Six-year performance summary results and analysis - Report scope</i>	C		14, 30-32
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	<i>Environmental care</i>	C		39-47
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).		NA	No re-statements were made in the Report.	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.		NA	No significant changes occurred in the reporting period, however, the report does foreshadow to readers some amendment to reporting indicators proposed for the 2009/2010 report	
3.12	Table identifying the location of the Standard Disclosures in the report.	<i>GRI Index</i>	C		115 <a href="http://www.landcom.com.au/AnnualReport2009/global-reporting-initiative/global-reporting-initiative.aspx">http://www.landcom.com.au/AnnualReport2009/global-reporting-initiative/global-reporting-initiative.aspx</a>
3.13	Policy and current practice with regard to seeking external assurance for the report.	<i>Independent assurance statement</i>	C		59-60

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

4. Governance, Commitments, and Engagement					
Profile Disclosure	Description	Reference	Report Status	Comments	Page Number Annual Report
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	<i>Governance structure</i>	C		11
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	<i>Board of Directors Executive team</i>	C	The chairman is a non-executive member of the Board	12-13
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	<i>Board of Directors Executive team</i>	C		12-13
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	<i>Our stakeholders Understand the needs of our stakeholders</i>	C		6 58
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	<i>Statutory requirements - Executive positions</i>	C		109-110
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.		C	Landcom has a number of policies and procedures to help prevent conflicts of interest including: - Declaration of Interest - Conflict of interest - Probity policy - internal audit - External audit	GRI Index
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics.		C	Board members are jointly appointed by the Shareholder Ministers and have skills in Landcom's core operational areas. Landcom's sustainability indicators are endorsed by the Board prior to the indicators being adopted by the Portfolio Minister.	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	<i>Statutory requirements</i>	C		103-114
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	<i>Statutory requirements</i>	C		103-114

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.		C	Landcom has an Audit and Risk Committee consisting of Board and Senior Executive representatives that meet quarterly to assess the corporation's economic, environmental and social performance. An independent review of the Board's performance is conducted annually.	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.		C	The precautionary principle is embedded in our sustainability indicators and in the <i>Landcom Act 2001</i> Section 6(1c): to protect the environment by conducting its operations in compliance with the principles of ecologically sustainable development contained in section 6 (2) of the Protection of the <i>Environment Administration Act 1991</i> .	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	<i>Environmental care</i> <i>Governance</i> <i>Statutory requirements</i>	C	BASIX (Building Sustainable Index) NaTHERS, Solar Cities program AS/NZS ISO 14001:2004, GRI, NABERSAS/NZS 4360:2004	39-47 56-58 103-114
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.		C	Landcom is a member of the Urban Development Institute of Australia, Housing Industry Association, Green Building Council of Australia, Global Reporting Initiative, Property Council of Australia, and the Planning Institute of Australia. Landcom also sponsors regular and special events such as awards, ceremonies, and industry seminars and conferences conducted by these organisations. This information is recorded in Executive reports.	
4.14	List of stakeholder groups engaged by the organisation.	<i>Our stakeholders</i>	C		6
4.15	Basis for identification and selection of stakeholders with whom to engage.		C	The Annual Report 2009 lists our stakeholders and their interests in our activities. <i>The Sustainability Report</i> - Governance section details the process of engagement with stake holders.	6 58
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	<i>Our stakeholders</i> <i>Governance - Engaging with stakeholders about how we report on sustainability</i>	C		6 56-58
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	<i>Governance - Engaging with stakeholders about how we report on sustainability</i>	C		56-58

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

Disclosures on Management Approach (DMAs)						
Performance Indicator	Description	Reference	Report Status	Comments	Page Number Annual Report	
DMA EC	Core	Disclosure on Management Approach on the following aspects: - Economic performance - Market presence - Indirect economic impacts	Chairman's review Managing Director's review	C		2 3
		Goals and performance:	Six year performance review - Economic development Financial statements	C		33-38 64-102
		Policy		C	Landcom's internal structure is available on Landcom's intranet. Management of these issues falls to individual project teams within their specific projects. Oversight of this process is managed by internal and external audits, the results of which are reported to Landcom's Audit and Risk Committee which is made up of representatives from the Board. The Committee meets quarterly and sustainability and financial risks are reported and monitored through this Committee.	
		Additional contextual information such as - Key successes and shortcoming - Major organisational risks and opportunities - Major changes in the reporting period to improve performance - Key strategies for implementing policies or achieving performance.	Chairman's Review Managing Director's Review	C		2 3
DMA EN	Core	Disclosure on Management Approach - Materials; - Energy; - Water; - Biodiversity; - Emissions, Effluents, and Waste; - Products and Services; - Compliance; - Transport; and - Overall	Environmental care	C		39-47
		Goals and performance	Six year performance summary Environmental care	C		33-38 39-47

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

		Policy		C	Landcom's internal structure is available on Landcom's intranet. Management of these issues falls to individual project teams within their specific projects. Oversight of this process is managed by internal and external audits, the results of which are reported to Landcom's Audit and Risk Committee which is made up of representatives from the Board. The Committee meets quarterly and sustainability and financial risks are reported and monitored through this Committee.	
		Organisational Responsibility		C	Landcom's internal structure is available on Landcom's intranet. Management of these issues falls to individual project teams within their specific projects. Oversight of this process is managed by internal and external audits, the results of which are reported to Landcom's Audit and Risk Committee which is made up of representatives from the Board. The committee meets quarterly. Sustainability and financial risks are reported and monitored through this committee.	4 5 7
		Training and Awareness		C	Landcom's Environmental Management System procedures on the intranet detail sustainability training and awareness. All staff are inducted to these issues when they commence at Landcom.	53
		Monitoring and follow up	<i>Environmental care</i>	C		39-47
		Additional contextual information such as - Key successes and shortcoming - Major organisational risks and opportunities - Major changes in the reporting period to improve performance - Key strategies for implementing policies or achieving performance.	<i>Awards</i> <i>Environmental care</i>	C	Organisational risks and opportunities relating to sustainability are briefly discussed.	8-9 39-47
<b>DMA HR</b>	<b>Core</b>	Disclosure on Management Approach HR 1) Investment and procurement practices 2) Non-discrimination 3) Freedom of association and collective bargaining 4) Abolition of child labour 5) Prevention of forced and compulsory labour 6) Complaints and grievance practices 7) Security practices 8) Indigenous rights	<i>Statutory requirements</i> <i>Six year performance summary - Employees</i>	C	Landcom complies with all state, national and international legislation that deals with labour issues.  Landcom adheres to the NSW Government award policy which includes how industrial negotiations are addressed, and consults with relevant parties as outlined in the policy.	103-112 52-53
		Goals and performance	<i>Statutory requirements</i> <i>Six year performance summary - Employees</i>	C	Landcom staff receive 6 monthly performance reviews, which monitors past performance in line with established goals and allows for new goals to be identified.	103-112 52-53

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

		Policy		C	Landcom has a Human Resources policy that is approved by the Landcom Board on an annual basis.	
		Organisational Responsibility		C	Landcom employ two Human Resources staff who report to the Managing Director. A Human Resources Strategy is completed annually and approved by the Board.	
		Training and Awareness	<i>Statutory requirements</i>	C	Staff identify training and awareness needs through six-monthly performance reviews, and training and development is offered to all staff through monthly staff briefings and knowledge sessions.	53, 107
		Monitoring and follow up	<i>Statutory requirements Six year performance summary - Employees</i>	C	Landcom staff receive six-monthly performance reviews, which monitors past performance in line with established goals and allows for new goals to be identified.	52-53
		Additional contextual information such as - Key successes and shortcoming - Major organisational risks and opportunities - Major changes in the reporting period to improve performance - Key strategies for implementing policies or achieving performance.		C	Landcom's Human Resources Strategy includes this information. The Strategy is completed annually and approved by the Landcom Board.	
DMA LA	Core	Disclosure on Management Approach LA - Employment - Labour/management relations - Occupational health and safety - Training and education - Diversity and equal opportunity	<i>Statutory requirements (EEO &amp; Code of Conduct Employees</i>	C		108 52-53
		Goals and performance	<i>Social development - Employees Statutory requirements - Creating and maintaining a safe, diverse and ethical work culture</i>	C		52-53 106-108
		Policy		C	Policies are available on the Landcom intranet.	
		Organisational Responsibility		C	A Human Resources Strategy is completed annually and approved by the Board.	5
		Training and Awareness	<i>Social development - Employees Statutory requirements - Creating and maintaining a safe, diverse and ethical work culture</i>	C	Landcom has in place the following policies and procedures: Fair Treatment (Anti-Discrimination) and Grievance Procedures; Harassment Free Workplace and an Employee Assistance Program. All staff are familiarised with the policies through Landcom's induction processes.	52-53 106-108

Global Reporting Initiative continued

		Monitoring and follow up	<i>Employees</i>	C	Landcom supports legislation that creates and maintains a safe and ethical work culture. Landcom completes a staff satisfaction survey every 18 months, and monitors staff turnover and reasons for ceasing employment at Landcom via exit surveys.	106-108
		Additional contextual information such as - Key successes and shortcoming - Major organisational risks and opportunities - Major changes in the reporting period to improve performance - Key strategies for implementing policies or achieving performance.	<i>Social development - Employees</i>  <i>Statutory requirements - Creating and maintaining a safe, diverse and ethical work culture</i>	C		52-53  106-108
DMA SO	Core	Disclosure on Management Approach - Community - Corruption - Public Policy - Anti-competitive behaviour - Compliance	<i>Social development</i>  <i>Statutory requirements</i>	PC	Policies are available on the Landcom intranet.	47-53  103-114
		Goals and performance	<i>Social development</i>  <i>Statutory requirements</i>	PC	Landcom is regularly audited for financial and sustainability compliance. Landcom discloses breaches on corruption, public policy or anti-competitive behaviour.	47-53  103-114
		Policy		PC	Policies are available on the Landcom intranet.	
		Organisational Responsibility		C	Landcom has a Code of Conduct that all staff agree to as a Landcom employee, and a hierarchy of delegations in place to reduce organisational risk.	
		Training and Awareness		C	Landcom regularly carries out staff briefings and other awareness raising activities on social performance awareness, eg ICAC training and Gifts register notifications.	
		Monitoring and follow up	<i>Social development</i>  <i>Statutory requirements</i>	PC	Landcom has in place the following policies and procedures: Fair Treatment (Anti-Discrimination) and Grievance Procedures; Harassment Free Workplace and an Employee Assistance Program. All staff are familiarised with the policies through Landcom's induction processes.	47-53  103-114

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

		<p>Additional contextual information such as</p> <ul style="list-style-type: none"> <li>- Key successes and shortcoming</li> <li>- Major organisational risks and opportunities</li> <li>- Major changes in the reporting period to improve performance</li> <li>- Key strategies for implementing policies or achieving performance.</li> </ul>	<p><i>Social development</i> <i>Statutory requirements</i></p>	C	<p>Landcom is audited regularly to anticipate and ameliorate risks and identify and implement opportunities in our financial and sustainability activities.</p> <p>Landcom's Audit and Risk committee identifies risks and records them on an action table that is reviewed quarterly until each action is closed. Our complaints and compliments register also records <i>Trade Practices Act 1974</i> and environmental performance. These are required to be addressed and closed, and are reported to the Managing Director on a monthly basis.</p> <p>Landcom also has delegations at each level of approval within our Land information and purchase ordering systems. Delegation lists are available on Landcom's intranet.</p>	<p>2 3 8 10 20-25 26 27-29 47-53 103-114</p>
DMA PR	Core	<p>Disclosure on Management Approach PR</p> <ul style="list-style-type: none"> <li>- Customer health and safety</li> <li>- Product and service labelling</li> <li>- Marketing communications</li> <li>- Customer privacy</li> <li>- Compliance</li> </ul>	<p><i>Social development</i> <i>Statutory requirements</i> <i>Governance</i></p>	C		<p>47-53 103-114 56-58</p>
		Goals and performance	<p><i>Social development</i> <i>Statutory requirements</i> <i>Governance</i></p>	C		<p>47-53 103-114 56-58</p>
		Policy		C	<p>Policies are available on the Landcom intranet.</p>	
		Organisational Responsibility		C	<p>Policies are available on the Landcom intranet.</p>	
		Training and Awareness		C	<p>Landcom offers a community welcome program to encourage a healthy and safe environment, and within this program information on better living environments is given, such as Asthma in the Home booklets and walking school buses for school children.</p> <p>All customer data is protected and customer satisfaction is monitored through our Compliments and Complaints register.</p>	53
		Monitoring and follow up	<p><i>Social development</i> <i>Statutory requirements</i> <i>Governance</i></p>	C		<p>47-53 103-114 56-58</p>

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

		Additional contextual information such as - Key successes and shortcoming - Major organisational risks and opportunities - Major changes in the reporting period to improve performance - Key strategies for implementing policies or achieving performance.	<i>Social development</i>  <i>Statutory requirements</i>  <i>Governance</i>	C		47-53 103-114 56-58
Economic Performance Indicators						
Performance Indicator		Description	Reference	Report Status	Comments	Page Number Annual Report
EC1	Core	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	<i>Economic development</i>  <i>Financial statements</i>	C		54-55 64-102
EC2	Core	Financial implications and other risks and opportunities for the organisation's activities due to climate change.		C	Landcom has completed preliminary investigations into the impacts from climate change and the Emission Trading Scheme. Adaptation and mitigation strategies are being developed through Landcom's Energy policy and through the Sustainable Display Home project.	
EC3	Core	Coverage of the organisation's defined benefit plan obligations.	<i>Financial statements</i>	C		64-102
EC4	Core	Significant financial assistance received from government.		NA		
EC5	Not Core	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.		NA	Wages are determined by the State Award (NSW)	
EC6	Core	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.		PC	Landcom only operates in NSW and generally all suppliers and service providers are based within NSW and within close proximity of our operations.	
EC7	Core	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.		NA	Not relevant to Landcom operations	
EC8	Core	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	<i>Renewing urban areas, developing major centres, supplying housing, creating parkland and managing complex government assets</i>  <i>Social development</i>	C		15-19 47-53
EC9	Not Core	Understanding and describing significant indirect economic impacts, including the extent of impacts.	<i>Renewing urban areas, developing major centres, supplying housing, creating parkland and managing complex government assets</i>  <i>Social development</i>	C		15-19 47-53

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

Environmental Performance Indicators						
Performance Indicator		Description	Reference	Report Status	Comments	Page Number Annual Report
EN1	Core	Materials used by weight or volume.	<i>Environmental care - Waste</i>	C	Paper products and marketing materials are monitored and reported in Landcom's Annual report	42
EN2	Core	Percentage of materials used that are recycled input materials.	<i>Environmental care - Waste</i>	C	Products reused through civil works at Landcom projects and reported in Landcom's Annual Report	42
EN3	Core	Direct energy consumption by primary energy source.	<i>Environmental care - Energy</i>	C		43-45
EN4	Core	Indirect energy consumption by primary source.	<i>Environmental care - Energy</i>	C		43-45
EN5	Not Core	Energy saved due to conservation and efficiency improvements.	<i>Environmental care - Energy</i>	C		43-45
EN6	Not Core	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	<i>Environmental care - Energy</i>	C		43-45
EN7	Not Core	Initiatives to reduce indirect energy consumption and reductions achieved.	<i>Environmental care - Energy</i>	C		43-45
EN8	Core	Total water withdrawal by source.		C	NSW has licencing requirements on water withdrawal which limit application of this within Landcom's projects.	
EN9	Not Core	Water sources significantly affected by withdrawal of water.		C	NSW has licencing requirements on water withdrawal which limit application of this within Landcom's projects.	
EN10	Not Core	Percentage and total volume of water recycled and reused.		C	NSW has licencing requirements on water withdrawal which limit application of this within Landcom's projects.	
EN11	Core	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	<i>Environmental care - Biodiversity</i>	C		46-47
EN12	Core	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	<i>Environmental care - Biodiversity</i>	C		46-47

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

EN13	Not Core	Habitats protected or restored.	<i>Environmental care - Biodiversity</i>	C		46-47
EN14	Not Core	Strategies, current actions, and future plans for managing impacts on biodiversity.	<i>Environmental care - Biodiversity</i>	C		46-47
EN15	Not Core	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	<i>Environmental care - Biodiversity</i>	C	State and Federal legislation applies to Landcom projects	
EN16	Core	Total direct and indirect greenhouse gas emissions by weight.	<i>Environmental care - Energy</i>	C		43-45
EN17	Core	Other relevant indirect greenhouse gas emissions by weight.		C		43-45
EN18	Not Core	Initiatives to reduce greenhouse gas emissions and reductions achieved.	<i>Environmental care - Energy</i>	C		43-45
EN19	Core	Emissions of ozone-depleting substances by weight.		NA		
EN20	Core	NOx, SOx, and other significant air emissions by type and weight.		NA		
EN21	Core	Total water discharge by quality and destination.	<i>Environmental care - Water</i>	C	The quantity of water discharged is presented as a percentage.	39-41
EN22	Core	Total weight of waste by type and disposal method.	<i>Environmental care - Waste</i>	C		42
EN23	Core	Total number and volume of significant spills.		C	No spills occurred in the reporting period. <i>Protection of the Environment Operations Act 1997</i> applies and pollution incidents are reported in the <i>Governance - Compliance</i> section of the Annual Report.	
EN24	Not Core	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.		C	Weight of contaminated waste managed and recycled is reported.	42
EN25	Not Core	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	<i>Environmental care - Biodiversity</i>	C	Discovery Point and Potts Hill are projects in the region of the Towra Point Nature Reserve, a Ramsar Wetland.	46-47
EN26	Core	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	<i>Environmental care - Water, waste, biodiversity and energy</i>	C		39-47
EN27	Core	Percentage of products sold and their packaging materials that are reclaimed by category.		NA	This indicator is not applicable to Landcom	

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

EN28	Core	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.		C	No non-compliance incidents occurred in the reporting period. <i>Protection of the Environment Operations Act 1997</i> applies and non-compliance incidents are reported in the Governance - Compliance section of the Annual Report.	
EN29	Not Core	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.		NA	This indicator is not applicable to Landcom.	
EN30	Not Core	Total environmental protection expenditures and investments by type.		C	Landcom's updated indicators will capture some information relevant to this.	
Social Performance Indicators: Labour Practices and Decent Work						
Performance Indicator		Description	Reference	Report Status	Comments	Page Number Annual Report
LA1	Core	Total workforce by employment type, employment contract, and region.	<i>Statutory requirements - Total staff</i>	C		111
LA2	Core	Total number and rate of employee turnover by age group, gender, and region.	<i>Employees</i>	C	Landcom discloses the employee retention rate	52-53
LA3	Not Core	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.		NA	Employee benefits are outlined in the State Awards (NSW)	
LA4	Core	Percentage of employees covered by collective bargaining agreements.	<i>Six-year performance summary</i>	PC	Landcom discloses union membership	33-38
LA5	Core	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.		NA	Employee benefits are outlined in the State Awards (NSW)	
LA6	Not Core	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	<i>Creating and maintaining a safe, diverse and ethical workplace</i>	PC	Landcom discusses OH&S consultation committee operates with staff volunteers and nominated management representatives. However a percentage of the total workforce represented in the committee is not disclosed.	106-108
LA7	Core	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	<i>Creating and maintaining a safe, diverse and ethical workplace</i>	PC	Number of injuries disclosed.	106-108
LA8	Core	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.		C	NSW Health issues workplace practices that Landcom follows to ensure all staff are trained and aware of high risk and current health issues.	

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

## Global Reporting Initiative continued

LA9	Not Core	Health and safety topics covered in formal agreements with trade unions.		C	Landcom complies with OH&S regulations through contracts with civil works and builder contractors. The contracts require that requirements of the regulation are covered, including OH&S audits be completed on a minimum six-monthly basis and health and safety training for staff.	
LA10	Core	Average hours of training per year per employee by employee category.	Employees	PC	Landcom discusses the range of training opportunities provided, however hours of training per employee are not disclosed.	52-53
LA11	Not Core	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Employees	C		52-53
LA12	Not Core	Percentage of employees receiving regular performance and career development reviews.		C	All Landcom employees receive regular performance and career development reviews	GRI Index
LA13	Core	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Statutory requirements	C		106-108, 111
LA14	Core	Ratio of basic salary of men to women by employee category.		C	Landcom reports the number of men and women within each salary band	111

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

Social Performance Indicators: Human Rights						
Performance Indicator		Description	Reference	Report Status	Comments	Page Number Annual Report
HR1	Core	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.		NA	This indicator is not relevant to Landcom as it operates in accordance with all Federal and State-based laws.	
HR2	Core	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.		NA		
HR3	Not Core	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.		C	Landcom has in place the following policies and procedures: Fair Treatment (Anti-Discrimination) and Grievance Procedures; Harassment Free Workplace and an Employee Assistance Program. All staff are familiarised with the policies through Landcom's induction processes. In the reporting period, 14 new staff members were inducted. Specific training to address EEO and anti-discrimination practices is undertaken by Landcom when required. Nil training was undertaken in the reporting period.	
HR4	Core	Total number of incidents of discrimination and actions taken.		C	Nil incidents in the reporting period.	
HR5	Core	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.		NA		
HR6	Core	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.		NA	This indicator is not relevant to Landcom as it operates in accordance with all Federal and State-based laws.	
HR7	Core	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour.		NA	This indicator is not relevant to Landcom as it operates in accordance with all Federal and State-based laws.	
HR8	Not Core	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.		NA		
HR9	Not Core	Total number of incidents of violations involving rights of indigenous people and actions taken.		C	Nil incidents in the reporting period.	

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

Social Performance Indicators: Society						
Performance Indicator		Description	Reference	Report Status	Comments	Page Number Annual Report
SO1	Core	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	<i>Renewing urban areas, developing major centres, supplying housing, creating parkland and managing complex government assets.</i>	C		15-19
			<i>Social development</i>			47-53
SO2	Core	Percentage and total number of business units analysed for risks related to corruption.		C	100% of business units were analysed for risks related to corruption through Landcom's legal unit.	
SO3	Core	Percentage of employees trained in organisation's anti-corruption policies and procedures.		C	100% of employees were trained in the organisation's anti-corruption policies and procedures through Landcom's legal unit.	
SO4	Core	Actions taken in response to incidents of corruption.		C	No actions in response to corruption were needed to be taken	
SO5	Core	Public policy positions and participation in public policy development and lobbying.		NA	Landcom is a corporatised entity of the NSW Government.	
SO6	Not Core	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.		NA	Landcom is a corporatised entity of the NSW Government.	
SO7	Not Core	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.		C	Zero	
SO8	Core	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.		C	Zero	

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Global Reporting Initiative continued

Social Performance Indicators: Product Responsibility						
Performance Indicator		Description	Reference	Report Status	Comments	Page Number Annual Report
PR1	Core	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		C	Developments must comply with the Building Code of Australia and all contractors must demonstrate their OH&S performance to Landcom through pre-qualification and OH&S and Environmental audits.	
PR2	Not Core	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.		C	Zero.  Compliance to the Building Code of Australia standards and other relevant legislation is addressed within Landcom's contracts.  Landcom also audits its own operations and carries out risk assessments and statements which are passed onto contractors accessing these sites.	
PR3	Core	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	<i>Social development - Educating consumers about sustainable living.</i>	C		51
PR4	Not Core	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	<i>Six year performance summary - Regulatory and voluntary compliance</i>	C		56-57
PR5	Not Core	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	<i>Guarantee of Service</i>	C		108
PR6	Core	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.		C	Landcom complies with the <i>Fair Trading Act 1987 (NSW)</i>	
PR7	Not Core	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.		C	Zero	
PR8	Not Core	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	<i>Privacy</i>	PC	Landcom discloses the number of complaints made during the reporting period. However it is not explicit if these complaints included customer privacy.	105
PR9		Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.		C	There was no monetary expenditure for significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	

Report Status NA - Not applicable to the corporation NI - Not included anywhere in the corporation  
 NR - Not reported but addressed elsewhere within the corporation PC - Partially compliant C - Compliant

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G2 Profile Disclosures	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
	G2 Management Approach Disclosures	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G2 Performance Indicators & Sector Supplement Performance Indicators	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.		Report on each (over G2) and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

\*Sector supplement in final version

(<http://www.globalreporting.org/GRIReports/ApplicationLevels/>)

2002 In Accordance		C	C+	B	B+	A	A+
Mandatory	Self Declared		Report Externally Assured		Report Externally Assured		Report Externally Assured
Optional	Third Party Checked		Report Externally Assured		Report Externally Assured		Report Externally Assured
	GRI Checked		Report Externally Assured		Report Externally Assured		Report Externally Assured