



FY21 Sustainability Report



Creating more affordable
and sustainable communities



Message from the CEO

Landcom’s international recognition as second in Australia in the 2021 GRESB Real Estate Assessment demonstrates our ongoing success and commitment to sustainability.

Through the adoption of our Sustainable Places Strategy, we have effectively repositioned Landcom as a leader in delivering more affordable and sustainable communities for the people of NSW. Our FY21 results show we are well on the way to achieving our goals. This year Landcom was again recognised as a global sustainability leader achieving second place in Australia amongst residential developers in the GRESB.

Landcom expanded our efforts to understand and address the physical, social and transition risks of climate change, in accordance with the Task Force on Climate-related Financial Disclosures. We intend that our efforts in this space will help drive an orderly transition to a low carbon economy. To complement this, Landcom is now a proud Carbon Neutral Organisation, certified under the Climate Active Carbon Neutral Standard. Our 100% Australian Carbon Credits purchased for our CY20 certification form part of the Darling River Eco Corridor near Lowan in northern NSW, focused on restoring severely degraded agricultural land and regenerating native vegetation to benefit endemic species such as echidnas and woodland birds.

We continue to uphold our commitments to advancing the Sustainable Development Goals, and as a Participant to the United Nations Global Compact. This year we’re proud to share our new Human Rights Statement, as part of our ongoing efforts to address human rights, and in particular modern slavery.



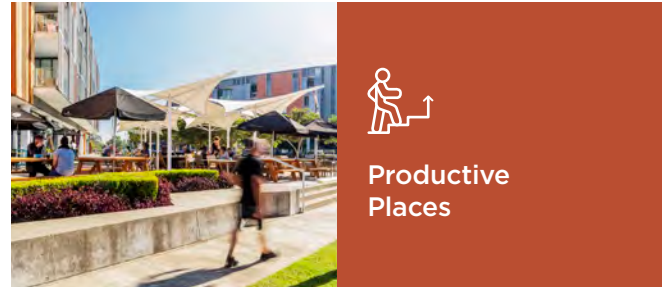
I am proud of our ongoing commitment to deliver more affordable and sustainable communities. Our commitment to collaboration and innovation in this space underpins our ongoing success as an organisation, and ensures our communities demonstrate the global standards of liveability, resilience, inclusion, affordability and environmental quality that we strive to achieve.

John Brogden AM
CEO, Landcom

Image on Cover

- 1 Macartney Oval, Little Bay
- 2 Minto Community
- 3 “The Mob” by Auntie Edna Watson & Jane Cavanough.
Artwork in Warrawarry Park, Bungarribee
- 4 Little Bay Cafe Precinct

Our Sustainable Places Strategy



This year Landcom has achieved the significant milestone of being certified as a Climate Active Carbon Neutral organisation.

We continued to make sound progress against our Sustainable Places Strategy targets this year. Our strongest performance is across urban heat island reduction, managing physical and social risks to climate change, water sensitive urban design and enabling onsite renewable energy. All projects in scope achieved full attainment of the respective targets.

Landcom continues to focus on opportunities to improve our performance in greenhouse gas emissions and potable water reduction on a site by site basis, and our longer term forecasts are on track to achieve our targets. We will also remain committed to driving greater market uptake of beyond compliance BASIX performance, in order to achieve more sustainable and affordable communities.

FY21 Highlights



Achieved Climate Active Carbon Neutral Standard certification as a carbon neutral organisation



Ranked as second most sustainable residential developer in Australia, and within the top 11% globally in the GRESB Real Estate Assessment



United Nations Global Compact Participant



Launched our Human Rights Statement



Adopted supplier prequalification requirements for Modern Slavery



Engaged over 12,000 students via research and learning programs



About This Report

Our Sustainability Report is an account of our sustainability performance during the 2021 reporting period (FY21), with limited assurance provided by Point Advisory.

This report includes discussion of our material sustainability matters and details our performance against our Sustainable Places Strategy. Where performance against a target has not been achieved (or is not in scope for the reporting period) an explanation is provided.

Our reporting boundaries are explained in the following section.

Throughout this report, we disclose our management approach to each of our Sustainable Places Strategy pillars of Climate Resilient Places, Healthy & Inclusive Places, Productive Places and Accountable & Collaborative Places.

This report is prepared in accordance with the Global Reporting Index Standards: Comprehensive option.

Reporting Requirements

The *Landcom Corporation Act 2001* (NSW) requires us to report annually against our sustainability performance. The Act states we must adopt sustainability performance indicators that are benchmarked against international best practice.

After extensive community and industry consultation our Sustainable Places Strategy was finalised and endorsed by the Landcom Board in November 2017, and took full effect for Landcom during FY18.

Material Matters

This report identifies and discloses the material aspects of our operations in accordance with the Global Reporting Initiative (GRI) Standards. We have also mapped our material issues and Strategy targets to the Sustainable Development Goals.

Materiality is an important process that informs how we do business. It provides insight into what our stakeholders value from our developments, and their expectations of the way we operate our organisation.

We use the Global Reporting Initiative's GSSB standard, as well as the AA1000 AccountAbility Principles Standard (2018) in our approach to materiality. We apply GRI's four-stage approach to materiality and boundary guidance, and we execute this approach with reference to the quality assessment adherence criteria for the AA1000 Principle of Materiality.

In FY19 we renewed our material matters which are identified below and remain current.



Material matters	What this means for Landcom	Addressed within Report
Climate Change & Resilience	Manage our physical and transition risks to climate change across our communities and for our organisation.	Climate Resilient Places Accountable & Collaborative Places Task Force on Climate-related Financial Disclosures
Low Carbon & Renewable Energy	To future-proof our communities and business by adopting energy efficient and low carbon economy principles, focused on reduced energy demand and increased renewable energy production.	Climate Resilient Places
Human Rights	To drive positive outcomes for our organisation, communities and stakeholders aligned to universal principles of human rights, emerging issues, diversity and inclusion.	Healthy & Inclusive Places Accountable & Collaborative Places United Nations Global Compact - Communication on Progress Report
Community Wellbeing & Cohesion	To create positive, cohesive and resilient communities that enable connection, mental and physical health, inclusion and safety.	Climate Resilient Places Healthy & Inclusive Places
Diverse & Accessible Housing & Communities	To enable diverse and affordable housing outcomes that support the needs of our customers and reduce the cost of living for members of our communities.	Healthy & Inclusive Places Climate Resilient Places
Natural Capital Protection & Management	To conserve and enhance our green and blue infrastructure, preserve natural resources wherever possible, and actively seek to reduce our impact on the natural environment.	Climate Resilient Places Accountable & Collaborative Places
Stakeholder & Community Engagement & Satisfaction	To collaborate, listen and involve stakeholders in creating a shared vision that is valued by those who interact in our communities.	Healthy & Inclusive Places
Accessibility, Transport & Movement	To design and deliver our communities so they are connected by active and public transport options, and innovate to reduce private vehicle use.	Accountable & Collaborative Places
Respecting Indigenous Culture & Heritage	To respect and acknowledge First Nations by considering the heritage and history of the land in and around our developments, and collaborate with indigenous communities for meaningful outcomes.	Accountable & Collaborative Places
Supply Chain Engagement	To engage, partner and innovate with our supply chain for shared value outcomes.	Accountable & Collaborative Places Modern Slavery Statement
Local Economic Prosperity	To ensure local communities prosper and enable jobs, training, education and employment opportunities through our operations.	Productive Places



About This Report continued

Reporting Boundaries

Our Sustainable Places Strategy applies to all new masterplan activity and projects during the FY21 reporting period. As a masterplan developer we use a variety of structures to deliver projects. The key types of project structures that we use are:

- Owner/Master Developer
- Project Delivery Agreement (PDA)
- Reverse Project Delivery Agreement (RPDA)
- Joint Ventures (JV)

Type of project structure	Land ownership	Delivery method	Asset disposal
Owner/Master Developer	We own the land.	We are responsible for masterplanning and approvals and undertaking all development works.	We sell the land as vacant lots – residential, commercial or industrial.
Project Delivery Agreement (PDA)	We own the land.	We tender for a partner to project manage and undertake development works (there is a clear delineation of risks and responsibilities between us and our partners).	The successful tenderer acts as a ‘super contractor’ in return for payment from us on sale of individual lots to third parties.
Reverse Project Delivery Agreement (RPDA)	We do not own the land (we develop the land on behalf of another government agency or the private sector land owner).	We generally undertake the planning, construction and/or sales activities.	All revenue on sale is paid to the land owner and we invoice the land owner for the reimbursement of costs and fees.
Joint Venture (JV)	We sell the land to the JV for a cash payment.	We create a separate legal entity that can pay invoices, pay and receive GST and receive sales revenue.	We, and the JV partner, contribute equity into the JV equally and receive a profit share equally (not revenue).

Because we use these different approaches Landcom has varying levels of influence over project outcomes. For example, with our Climate Resilient Places targets there is variability between what we can influence when acting as the Owner/Master Developer, compared to a Reverse Project Delivery Agreement where we are not the land owner and we may need to negotiate with other project partners before adopting environmental commitments for the project.



The below table summarises which projects are in scope to be reported on for FY21 and are mapped against each pillar of our Sustainable Places Strategy. All projects are within the state of NSW, Australia.

In some cases a project is in scope for Climate Resilient Places targets, but not for Healthy & Inclusive Places. This is because our environmental work tends to occur earlier in a project's lifecycle, linked largely to construction phases, whereas social sustainability can occur through to completion.

Table key

- Y** Refers to projects that are in scope to be reported against for one or more of the targets under the Sustainable Places Strategy.
- N** Refers to where projects are out of scope for all of the targets under a Strategy pillar.
- L** Refers to 'legacy projects'. Legacy projects are those in our portfolio that were substantially delivered prior to the Sustainable Places Strategy being adopted, and are out of scope for reporting, but have been included as part of baseline figures in some indicators.



Climate Resilient Places



Healthy & Inclusive Places







Productive Places



Accountable & Collaborative Places

Region	Asset					Project overview
Corporate	Operations	N	N	Y	Y	Landcom maintains its head office tenancy at Parramatta.
Construction Unit	Dwellings and public buildings	Y	N	N	N	Construction of social housing on behalf of Land and Housing Corporation at various sites.
Greater Sydney	Edmondson Park (Stages 3, 5 and 9)	Y	Y	Y	N	Owner/Master Developer. Approximately 4,000 new homes, with train station, town centre with retail, business and commercial space, 150ha regional park with cycleways, and two new schools.
	Macarthur Heights	L	Y	L	N	RPDA with Western Sydney University, adjacent to the Western Sydney University campus. Located within walking distance from Macarthur Train Station and Macarthur Square shopping centre with over 950 residential lots. Includes 42ha of parklands plus sporting fields.
	Macarthur Gardens North	Y	Y	Y	N	Owner/Master Developer. Adjacent to the Macarthur Heights community, the project has a direct connection to Macarthur Train Station through Bow Bowling Creek. This site is in the planning phase and is registered for a Green Star Communities rating.
	Airds (Newbrook)	L	Y	L	N	RPDA with NSW Land and Housing Corporation. Long term rejuvenation of the Airds Bradbury public housing area, transforming the existing 1,500 lot public housing estate into a masterplanned community of approximately 2,100 homes.
	Claymore (Hillcroft)	L	Y	L	N	RPDA with NSW Land and Housing Corporation to revitalise approximately 1,150 homes at Claymore public housing estate. When complete, Hillcroft will include new housing, parks, playgrounds and community facilities.



Region	Asset					Project overview
Greater Sydney	Sydney Metro North West Places	Y	Y	Y	N	RPDA with Sydney Metro covering Tallawong, Kellyville, Bella Vista, Norwest, Hills Showground, Castle Hill, Cherrybrook and Epping stations. Each site is located along the metro line. While Sydney Metro delivers the infrastructure and new stations, Landcom will deliver the communities surrounding each station. During the reporting period, the Tallawong South Precinct Site 1 settled with a third-party developer, while Site 2 remains under exchange with the same developer and the Epping Invitation to Tender was released to market. Hills Showground exchanged a sales contract for the Doran Drive site in FY20 and is due to settle in the coming reporting year.
	Schofields	Y	Y	Y	N	New project. The 4ha site will yield approximately 100 dwellings and is a demonstration project showcasing new dwelling typologies, increased green canopy compared to more traditional developments and demonstrates a new form road reserve which has enhanced verges and landscaping.
Regional	Renwick (Southern Highlands)	L	Y	L	N	RPDA with Family and Community Services. Renwick is a 117ha masterplanned community, located about 2.5km north of Mittagong in the Southern Highlands. It has potential to yield around 600 residential lots, ranging in size from 300m ² 'cottage lots' to 4,000m ² 'acre lots'.
	Fennell Bay (Lake Macquarie)	N	Y	Y	N	The site is a strategic development in the Lake Macquarie City Council Local Government Area. Previously a mine site, it is undergoing rezoning to residential use yielding approximately 520 lots over a development area of 40ha with a biodiversity conservation zone of approximately 200ha.
Completed Projects / Other	Green Square Town Centre	L	L	L	N	Complete. PDA with Mirvac to provide high density, inner urban living within the City of Sydney Local Government Area.
	Thornton	L	L	L	N	Complete. Originally a Department of Defense site. Landcom works are complete with the final two lots being released to market during the reporting period and will have enabled approximately 2,000 homes total adjacent to Penrith train station once sold. Mix of detached and attached dwellings, Affordable Housing and apartments.
	Bonnyrigg (Newleaf)	L	L	L	N	Complete. RPDA with NSW Land and Housing Corporation. Long term rejuvenation of the Airs Bradbury public housing area, transforming the existing 1,500 lot public housing estate into a masterplanned community of approximately 2,100 homes.



Region	Asset					Project overview
	Riverstone	N	N	N	N	Other. Project is a RPDA consisting of approximately 1,600 residential lots that were subdivided in 1881 and are currently owned by over 320 landowner groups. Landcom is coordinating the delivery of the project on behalf of the land owners as the authority under the Environmental Planning and Assessment Act (Paper Subdivision) Regulation 2013. Land is now available for sale at the project.
	Lachlan's Line	L	L	L	N	Other. Owner/Master Developer of an inner urban high density community adjacent to the North Ryde train station. During the reporting period, two superlots were tendered for sale but have not been finalised.
	Oran Park	L	L	L	N	RPDA with Greenfields Development Company. Once complete the precinct will provide 6,500 homes, a town centre, new schools, a smart work hub, retirement village and integrated primary care centre.

New projects announced, however yet to commence:

Region	Asset					Project overview
Northern Beaches, Sydney	Queenscliff (Northern Beaches)	N	N	N	N	New project announced in FY20, Business Plan yet to be developed. The 4,000m2 site used to be a NSW Department of Health Community Health Centre located in North Manly. Through adaptive re-use, the project aims to deliver over 32 units with 10% Affordable Housing to be managed by a Community Housing Provider.
Greater Sydney	North Wilton	N	N	Y	N	New project announced in FY21. The initial land use planning allows for over 5,000 homes. Project masterplan yet to be developed.
Regional	North Tuncurry	N	N	N	N	PDA with NSW Crown Lands, this future low-medium density coastal community will feature approximately 2,100 dwellings centred around a new reconfigured golf course, new open space areas, a neighbourhood supermarket and specialty stores.



Climate Resilient Places

Skip to:

- > [Climate Resilient Places Pillar Overview](#)
- > [Climate & Resilience Performance Results](#)
- > [Energy & Emissions Performance Results](#)
- > [Environmental Management Performance Results](#)
- > [Waste & Materials Performance Results](#)
- > [Water Performance Results](#)

Leadership Goal

Objective

To deliver low carbon, resource efficient and environmentally sensitive places.

Target

To lead environmental performance across Landcom developments by committing to being carbon neutral and water positive, with zero waste and net positive ecological outcomes by 2028.

Relevant Sustainable Development Goals

Image: Redfern Park, Minto

Climate Resilient Places Pillar Overview

Landcom's Climate Resilient Places pillar is focused on a leadership goal to 'enable carbon neutral, water positive, zero waste and net positive ecological outcomes by 2028'.

This leadership goal was developed to reflect Landcom's contribution towards the Paris Agreement's¹ long term goal of keeping the increase in global average temperature well below 2°C, the United Nations Sustainable Development Goals², and reducing the impact of shocks and stresses to communities and infrastructure as identified by Resilient Sydney³ (part of the Rockefeller Foundation 100 Resilient Cities Program), such as extreme weather and water crises.

Within this pillar Landcom focuses on environmental sustainability and resilience. It encompasses environmental management and the adoption of independent third-party rating tools and certifications, engaging with our supply chain, supporting communities to reduce their operational costs of living, and developing our projects in a way that reduce impacts on the environment.

Environmentally sustainable communities are balanced in meeting the needs of the natural and urban environment. They take into account the needs of people today, and the needs of our future generations. Landcom believes that the built environment should incorporate green spaces and retain a connection to our natural habitats, for the benefit of the environment, and our communities.

Landcom addresses environmental sustainability through the following focus areas:

- Energy & Emissions
- Water
- Environmental Management
- Climate & Resilience
- Waste & Materials

Each of these focus areas includes a suite of targets to measure our success.

Management Approach

Energy & Emissions and Water

Every Landcom project is unique and requires a bespoke approach to environmental sustainability. We use the sustainability modelling tool PRECINX⁴ to identify opportunities for performance improvement across our Energy & Emissions and Water targets.

Our approach to Energy & Emissions includes influencing the reduction of greenhouse gas (GHG) emissions (stationary and transport) at a precinct scale across our communities and influencing the onsite production of renewable energy.

We approach Water in a similar way, by looking at the reduction of potable water use across a precinct and identifying opportunities for recycling and reuse. We also set ourselves targets to limit stormwater discharge pollutant loads from our sites. This minimises downstream water quality impacts in the communities we develop. Urban stormwater modelling software such as MUSIC⁵ is used to measure pollutant loads across our projects.

To see our FY21 performance for Energy & Emissions, see (p. 19), or for Water see [Water Performance Results \(p. 29\)](#).



Environmentally sustainable communities are balanced in meeting the needs of the natural and urban environments. They take into account the needs of people today, and the needs of our future generations.

1 [What is the Paris Agreement?](#) (2018)

2 For Landcom's alignment to the Sustainable Development Goals see [APPENDIX D: Sustainable Development Goals Alignment](#)

3 [Resilient Sydney, Preliminary Resilience Assessment](#) (2016)

4 Landcom commissioned the development of PRECINX in 2009 as an accurate predictive modelling tool of greenhouse gas emissions, water consumption, transport outcomes and cost of living impacts of development in the built environment. Landcom now licenses the tool, as do many other developers, utilities, and local and state government organisations.

5 In some instances Landcom may also agree to use other rating tools in lieu of, or in addition to, those outlined. This is at Landcom's discretion.

Environmental Management

Landcom is committed to adopting independent third-party rating tools and certifications or exceeding regulatory requirements. We believe it is important to have independent verification of our sustainability performance. This is aligned to our targets for *Environmental Management*. Our preferred rating tools are outlined below.

Asset Type	Rating tool	Rating Tool Provider
Communities at the precinct scale	Green Star	Green Building Council of Australia
Buildings other than residential	Green Star Design & As-Built	Green Building Council of Australia
	NABERS	NSW Office of Environment and Heritage
Residential dwellings	BASIX	NSW Department of Planning and Environment

Green Star, administered by the Green Building Council of Australia, is Landcom’s preferred independent and voluntary rating tool for precincts and built form. Landcom is committed to achieving ‘Australian Best Practice, 5 Star Green Star’ project certifications for all new projects. Landcom adopts the National Australian Built Environment Rating System (NABERS)⁶ as its preferred independent and voluntary rating system to validate the operational sustainability of eligible non-residential built form. NABERS measures a building’s operational energy efficiency, carbon emissions, water consumption and waste production on an annual basis, and awards a star rating out of six.

Landcom is committed to requiring a NABERS rating at new projects that include office, retail or hotel built form. A NABERS rating can only be ensured at Landcom projects through collaboration with future building owners and operators through conditional requirements within contracts of sale to future site owners.

We measure the energy and water efficiency of homes delivered by Landcom in accordance with the Environment and Planning Assessment Act Building Sustainability Index (BASIX). BASIX is administered by the Department of Planning, Industry and Environment (DPIE), applies to residential developments, and aims to deliver equitable, effective water and greenhouse gas emission reductions across NSW.

BASIX targets are calculated as a percentage of savings against the 2005 NSW average benchmarks (being the average per-person water consumption and greenhouse gas emissions levels across the state).

These percentage savings are then expressed as a target, i.e. BASIX 50 represents a 50% saving against the benchmark. BASIX assesses a proposed dwelling based on these benchmarks and takes into account regional variations such as soil type, climate, rainfall and evaporation rates.

BASIX certificates are generated in accordance with the design of a new residential development, based on the specifications of that building. A BASIX certificate must accompany any development application or complying development application before approval for that building is provided. Once construction is complete, a BASIX completion receipt is issued if an independent certifier confirms the home has been built in accordance with the BASIX specifications. Landcom uses the BASIX completion receipt to validate the percentage of homes within our portfolio designed and delivered in accordance with our targets.

For our FY21 activities related to *Environmental Management*, see [Environmental Management Performance Results \(p. 23\)](#).

Landcom is committed to achieving ‘Australian Best Practice, 5 Star Green Star’ project certifications for all new projects.

⁶ What is NABERS? (2018) <https://www.nabers.gov.au/about/what-nabers>

Climate & Resilience

Landcom's approach to *Climate & Resilience* includes understanding our physical and transition risks to climate change and its impacts, ensuring our communities are adaptable to change, addressing known risks such as urban heat island⁷, and maintaining our commitment to enhancing local biodiversity and ecology.

During FY18 Landcom built its internal capacity for assessing asset exposure to physical climate change risks. This included adopting a risk assessment framework, Resilience-In-Design checklist, prompting project teams to consider common climate risks during the early phases of a project's design, and completing community resilience plans⁸ designed to enhance the resilience of our communities in the way they live day to day.

In FY19 we expanded our remit and sought to better understand our physical and transition risks to climate change. A gap analysis aligned with the Task Force on Climate-related Financial Disclosures Recommendations and 2019 Global Real Estate Sustainable Development Resilience Module was undertaken to determine Landcom's current level of preparedness for the transition risks of climate change, and how Landcom currently addresses physical risks at its assets. This included business wide stakeholder engagement and a review of Landcom's systems and processes. The results found that Landcom is comprehensively addressing the physical risks to assets, and there is opportunity to enhance our preparedness to transition risks.

In FY20 Landcom commenced reporting against the Task Force on Climate-related Financial Disclosures (TCFD). This is a key component of our approach to addressing climate change physical, transition and social risks.



Landcom is comprehensively addressing the physical risks to assets, and there is opportunity to enhance our preparedness to transition risks.



We use our Biodiversity Calculator to measure the quality and quantity of ecological communities beyond any legislative requirements, pre- and post-development. We aim for a net positive outcome at the completion of our projects.

We already have a comprehensive process to identify and address physical risks that impact our projects, for example reducing the effects of urban heat island across our new communities. As one of Sydney's most significant climate-related risks, early design interventions that address urban heat reduction are essential in the creation of new communities. We are now ramping up our efforts to understand, mitigate and manage our transition risks by aligning with the TCFDs to complete scenario analysis and financial risk assessments.

Finally, Landcom seeks to address resilience in the natural environment. This is achieved when we maintain strong diversity of our ecological systems. We abide by legislative requirements including the Commonwealth Environmental Protection and Biodiversity Conservation Act and the NSW Biodiversity Conservation Act when addressing areas of biodiversity. When we purchase biodiversity offsets for our development approvals, we use the NSW State Government BioBanking Scheme which commits land owners to enhancing and protecting the biodiversity values of their land. We use our Biodiversity Calculator to measure the quality and quantity of ecological communities beyond any legislative requirements, pre- and post-development. We aim for a net positive outcome at the completion of our projects.

For our FY21 performance against our *Climate & Resilience* targets, see [Climate & Resilience Performance Results \(p. 15\)](#).

⁷ [Urban Heat Island Effect](#)

⁸ Eligible assets include those that have been assessed for climate change risks

Waste & Materials

Landcom's environmental leadership goal for 2028 includes enabling zero waste communities. To do this we are advocating for responsible use of resources, and diversion from landfill.

While we are focused on reducing waste within our own offices it is construction waste that is material to Landcom's operations. As part of our ongoing commitment to reduce waste and increase responsible materials use, Landcom continues to engage with our site superintendents and principal contractors to reduce, reuse or divert waste from landfill.

We also include the responsible sourcing of timber for all construction works within our approach. This increases engagement with our supply chain, and supports our work underway within our *Accountable & Collaborative Places* pillar.

For our FY21 performance results against our *Waste & Materials* targets, see [Waste & Materials Performance Results \(p. 27\)](#).



Landcom continues to engage with our site superintendents and principal contractors to reduce, reuse or divert waste from landfill.



As part of our FY19 material matter review, air quality became material for Landcom as part of Natural Capital Protection & Management.

Our Future Priorities

Our Sustainable Places Strategy identifies a number of initiatives as future opportunities to enhance our Environmental Management, Climate & Resilience, and Waste & Materials focus areas. These include:

- understanding Landcom's role for improving air quality within our communities (priority is being retired in FY21)
- determining the value of adopting a Landcom materials Red List
- establishing how life cycle assessments may improve our supply chain and reduce embodied carbon at our projects.

As part of our FY19 material matter review, air quality became material for Landcom as part of Natural Capital Protection & Management. In FY20 we progressed investigations into how Landcom can positively influence air quality within the areas we operate, and a framework for this, including actions and targets. As we have now moved into piloting our framework with projects, this priority is being retired. When we finalise our approach to addressing air quality, we will update our management approach.

Climate & Resilience Performance Results

Landcom’s Sustainable Places Strategy addresses *Climate & Resilience*. This focus area forms part of our Climate Resilient Places pillar and is a representation of our commitment to delivering resilient communities that balance ecological outcomes, reduce climate-related stresses and build community resilience.

FY21 Targets and Performance

The below table outlines our FY21 performance against our Climate & Resilience Targets.

Indicator	Objective	Target	FY20 Performance	FY21 Performance
Climate & Resilience	To respect, conserve and regenerate our natural environment and embed adaptation and resilience into all precincts, and expand community awareness.	All new projects to undertake a Climate Resilience Assessment.	9 out of 9 complete	10 of 10 complete
		All new projects prepare and implement an effective Climate Adaptation and Community Resilience Plan.	9 out of 9 complete	10 of 10 complete
		All new projects enhance the local habitat, biodiversity or ecological communities, compared to the site conditions pre-acquisition or pre-masterplan (Landcom Biodiversity Calculator).	71% make a positive contribution	71% make a positive contribution
		Total project site area in plan view comprised of building or landscape elements that reduce the impact of urban heat island effect.	100% of projects in scope	100% of projects in scope
		Greenfield Projects: 50% project site area.		
		Renewal or High Density Projects: 20-50% project site area (calculation in accordance with Green Star Communities).		

Climate Change Risk and Community Resilience

In FY21 we focused on evolving our approach to organisational transition risks, which is beyond the current scope of Landcom's targets, however intersects directly with the resilience of our communities. Further detail on these efforts can be seen in [APPENDIX B: Task Force for Climate-Related Financial Disclosures](#).

This built on our ongoing efforts to enhance our current project portfolio's resilience to climate-related risks and increase our internal capacity to ensure all future projects are resilient.

We use a consistent pro forma to assess Landcom projects, which was developed in 2018 in line with Intergovernmental Panel on Climate Change Fifth Assessment Report (IPCC AR5) climate projections for 2030 and 2090⁹. We also use our Resilience-in-Design checklist to guide informed decision making for projects during the concept design of a development.

All our new in scope projects since the launch of the Sustainable Places Strategy, and all relevant legacy projects, now have climate risk assessments in alignment with the IPCC AR5 Representative Concentration Pathways 4.5 and 8.5 climate projections and adaptation plans developed to reduce the physical and social risks of climate change to the project and community.

"Extreme risk" of extreme heat is common to almost all Landcom sites, which is consistent with the top risks to Sydney identified by Resilient Sydney¹⁰. This finding confirms the importance of Landcom's priority to reduce or mitigate the effects of urban heat island and build community resilience to heat at all new projects. Bushfire is also a consistent risk across Landcom's project portfolio.



In FY21 we focused on evolving our approach to organisational transition risks, many of which intersect directly with the resilience of our communities.

Urban Heat Island Reduction

Heat continues to be a major stress for many cities across Australia, as confirmed by our climate change risk assessments. Landcom's commitment to reduce urban heat island effect (UHI) will contribute to reduced risk of extreme heat at our projects. This will enhance the resilience of our communities and the residents that live there.

In FY21 Schofields is in scope for our Urban Heat Island Reduction target. Schofields has a primary focus on reducing urban heat through innovative streetscaping, providing a high proportion of landscaped areas within the private domain, and driving the application of light-coloured roof and surface materials.

All other new projects announced during the year remain out of scope as they progress through the masterplan phase.

Landcom's commitment to reduce urban heat island effect (UHI) will contribute to reduced risk of extreme heat at our projects.

⁹ What is the IPCC AR5 Assessment Report? <https://www.ipcc.ch/report/ar5/>

¹⁰ [Resilient Sydney Strategy](#)

Biodiversity

FY21 is the fourth year Landcom will report the contribution we make to biodiversity and ecological systems. To support the business in measuring this, in 2018 we developed our Biodiversity Calculator based on the Green Building Council of Australia's change in ecological value calculator provided in Green Star tools.

Landcom's Biodiversity Calculator is designed to measure the change in quality and quantity of biodiversity at a given project site, from pre-development to post development. The calculator goes beyond just assessing high-value and significant biodiversity (which legislation requires to be conserved) and factors a broader spectrum of biodiversity value into the assessment. Depending on the level of quality and quantity change, the calculator determines whether a net positive or net negative impact has been achieved. It is possible to have a net positive outcome in biodiversity, despite a reduction in physical area – if the quality of that area has been significantly improved.

The scale provided by the calculator is as follows:

Definition	% change in biodiversity index of site from pre- to post development
Poor	<0 %
Moderate	0-10%
Good	10-50%
Excellent	>50%

We acknowledge that land development and retention of biodiversity are sometimes at odds. Despite our best efforts to retain existing flora and fauna at all our sites, sometimes this is not possible. However, we do aim to always have a net positive outcome at our projects. Some methods we may use include biodiversity offsets and restoration works such as improving eroded riparian corridors to full health.

Projects in scope for FY21 included precincts within the SMNW Places program, Macarthur Gardens North and Edmondson Park, of which 71% are currently making a net positive biodiversity contribution. Schofields is deemed out of scope for this target as it is a small site that was not required to go through a detailed ecological assessment for DA. Overall, 23.86ha of biodiversity will be protected and restored by National Parks, local councils or other entities aligned with legislative guidelines.

Edmondson Park and Macarthur Gardens North will reduce the overall area of onsite biodiversity from pre-development to post-development but return net positive outcomes due to the preservation of significant good quality habitat. At each of these projects native habitat offsets will be employed to manage the reduction in habitat area.

The remaining sites assessed form part of the SMNW Places program. Each site is co-located with a metro station being delivered by Transport for NSW (TFNSW). TFNSW is also the landowner of these projects, and Landcom has been appointed as the master developer for the surrounding communities. Of these, Kellyville and Bella Vista will reduce the overall onsite area of biodiversity, however return a net positive outcome. Conversely, Epping is forecast to contribute a very good (net positive) change in biodiversity value, as the site design doubles the available biodiversity area compared to pre-development. Tallawong and Hills Showground precincts have a poor (net negative) change in biodiversity.

As Landcom is not the landowner of the SMNW Places sites, management of biodiversity offsets and other approvals is beyond our operational control and is undertaken by TFNSW. Landcom will continue to review opportunities to elevate the performance of SMNW Places sites through project divestment and delivery strategies. At each of these projects native habitat offsets will be employed to manage any reduction in habitat area.

71% of projects in scope are currently making a net positive biodiversity contribution.

Case Study



Carbon Neutral Organisation certification

In FY21 Landcom became a certified Carbon Neutral Organisation under the Climate Active Carbon Neutral Standard. Landcom's decision to go carbon neutral is central to our market leadership, and commitment to enabling carbon neutral outcomes by 2028 in accordance with our Sustainable Places Strategy.

The impacts of climate change will and are impacting us all. We hope that by certifying as a carbon neutral organisation we can bring greater awareness to the need for a low carbon future.

We will be reporting against the standard in arrears, so our baseline certification covers calendar year 2019 with calendar year 2020 also certified. Our CY19 offset strategy combined 2,500tCO₂-e of Verified Carbon Units produced by a wind power project in Rajasthan (India), matched with 2,500tCO₂-e of Greenfleet NSW reforestation and revegetation credits across two separate projects focused on restoring NSW wildlife corridors and species habitat. We chose this combination of initiatives to make the greatest positive impact on reforestation and revegetation in NSW. Increasing habitat, protecting species and enhancing carbon sequestration are central to our commitment of achieving net positive biodiversity outcomes.

Our CY20 offset strategy included the purchase of 100% Australian Carbon Credit Units from the rehabilitation of the Darling River Eco Corridor near Lowan in NSW. This site is a degraded sheep farm which was showing serious signs of overgrazing, feral animal impact and soil erosion due to the overgrazing and loss of the land's original Brimble Box, Cypress Pine, Yarran and Turpentine tree species which act as carbon sinks.

Both these strategies align with our Sustainable Development Goal commitments.



Image: Cumberland Plain Woodland

Energy & Emissions Performance Results

Landcom's Sustainable Places Strategy addresses *Energy & Emissions*. This focus area forms part of our Climate Resilient Places pillar and is a representation of our commitment to delivering energy efficient communities that reduce greenhouse gas emissions, advance uptake in renewable energy technologies, and reduce the cost of living to residents.

FY21 Targets and Performance

Indicator	Objective	Target	FY20 Performance	FY21 Performance
Energy & Emissions	To conserve energy and drive energy efficient, low carbon, low emissions precincts for the future.	All new projects modelled to reduce Greenhouse Gas (GHG) emissions at a precinct scale (transport & stationary) by 50% against 2016 reference case (CCAP PRECINX).	Committed: 13% portfolio weighted reduction	Delivered: 24% portfolio weighted reduction
			Forecast: 49% portfolio weighted reduction	Committed: 29% portfolio weighted reduction Forecast: 46% portfolio weighted reduction
		5% of predicted precinct energy demand supplied from onsite renewable energy, where site constraints permit.	Forecast: 100%	Delivered: 100% Committed: 100%

Greenhouse Gas Emissions Reduction

Our emissions reduction target seeks to minimise stationary and transport emissions through the adoption of energy efficient design, renewable energy infrastructure, transport mode split and parking strategies, and uses incentives to encourage efficient building systems and appliances. The emissions reported are the predicted operational emissions of a masterplan at completion and are calculated using the sustainability modelling tool PRECINX and a NSW metro average baseline of 2016. The global warming potential account factors align to the National Greenhouse and Energy Reporting (NGER) Act.

In FY20 Tallawong South and Hills Showground (Doran Drive) were sold to the private sector with conditions of sale to deliver on these targets. During FY21 Tallawong South Site 1 settled and we have articulated performance results for this as 'delivered'. Tallawong South Site 2 and Hills Showground (Doran Drive) are expected to settle in the coming reporting period, and are articulated in our performance results as committed.

When future development planning approvals are provided by relevant consent authorities for these precincts, and Landcom settles on the projects, we will report any shift between the commitments made by the proponents, and the actuals achieved.

Both Tallawong South and Hills Showground (Doran Drive) sites are relatively constrained, and dominated by high density residential land uses. In isolation this makes it challenging to attain a 50% emissions reduction. Throughout the reporting period Landcom continued to engage with the successful proponent of these sites. Through this engagement the developer has been able to elevate the BASIX Energy scores from a building code minimum compliance of 25, to a certified 34 for the apartments at Tallawong South Site 1. The average NatHERS rating for those apartments also achieved 7.5 Stars. This has had a positive impact on overall emissions reductions for the site.

Landcom anticipates that industry demonstration of beyond BASIX compliance will provide market confidence that Landcom's targets are achievable, and contribute value to developers of high density residential projects.

GHG Emissions Reductions against 2016 Sydney Metro Average

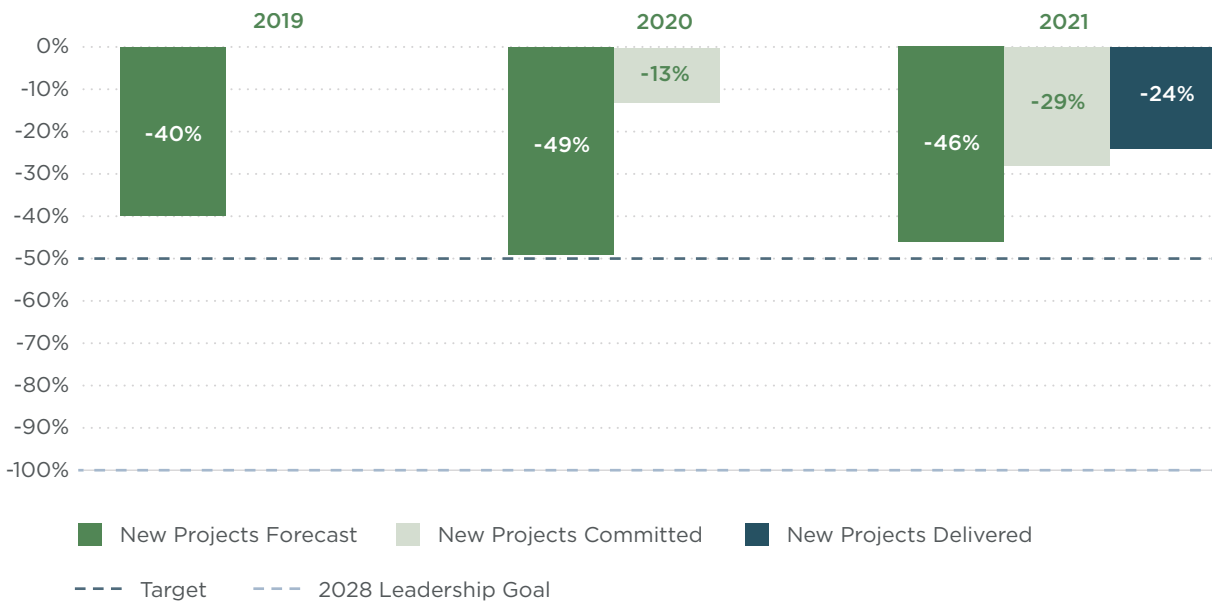


Figure 1 Predicted GHG emissions reductions from in-scope projects, against FY16 baseline, modelled using PRECINX.

New projects, or individual precincts within ongoing projects currently in the planning and design stages are also in scope for FY21 reporting¹¹. Forecast results include SMNW Places precincts of Kellyville, Bella Vista and Epping, Macarthur Gardens North and Edmondson Park with a weighted average GHG emissions reduction of 46%¹² (see Figure 1).

New higher-density projects continue to present the greatest challenge in attaining material emissions reductions, due to the reduced site area and roof space available to incorporate renewable energy technologies in a cost-effective way.

In FY21 residential dwellings continued to be our most material emissions source, followed by transport and non-residential land uses. Non-residential emissions emerged in FY20 as a material emission source due to the inclusion of the Bella Vista precinct which has a considerable portion of non-residential land uses (see Figure 2), which remains current. In FY21 we continued to focus on opportunities to further reduce residential and transport emissions.

¹¹ Performance is based on projected performance for all new Landcom projects, until such time as the delivery or divestment strategy for each project is confirmed. At this time, results will be reported as 'committed', and finally 'delivered' when the project is completed or settled.

¹² Reduction from the reference case. Landcom chooses to use its PRECINX tool for modelling potable water and Greenhouse Gas emission reductions. 2016 reference case is defined as the normalised relevant metropolitan average applied to a masterplan.

Our Emission Sources Comparison

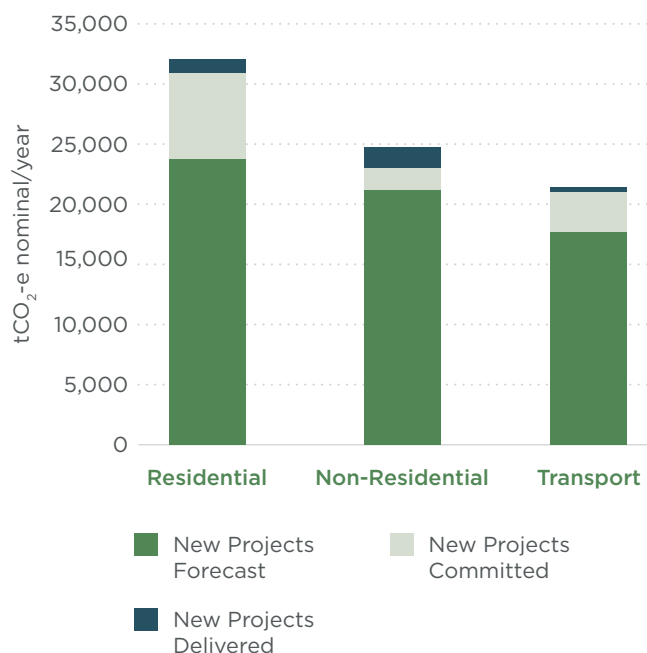


Figure 2 Emissions sources breakdown across current projects.

While our emissions target is designed to address new projects, in FY21 we continued to seek opportunities to make a meaningful impact at projects that have already moved through the planning and design phase.

In FY19 we launched Landcom's first Sustainability Rebate at Macarthur Heights, incentivising residents to build sustainable new homes. The rebate is designed to be a market-based lever to lower emissions and improve the cost of living in established communities, while driving sales (see [Case Study: Sustainability Rebate, p. 22](#)).

In FY20 we saw the first claim against this rebate, and in FY21 this increased to 12 total claims being made.

Onsite Renewable Energy

Landcom's onsite renewable energy target is for 5% of total site demand at the precinct scale to be delivered by onsite renewable energy. This extends beyond the inclusion of solar panels on residential homes and requires a strategic precinct scale response. The intent of this target is to drive innovation and large-scale integration of renewable energy sources at the project site.

In FY21 Landcom had two projects in scope for reporting the inclusion of onsite renewable energy, including Tallawong South and Hills Showground (Doran Drive). Both projects sold to the private sector with conditions of sale to deliver on this target. The Tallawong South Site 1 precinct which settled during the reporting period delivered a 117kW solar photovoltaic system in line with the developer's contract to achieve this target, and is articulated in our performance results as delivered. Tallawong Site 2 and Hills Showground (Doran Drive) are presented as committed results.



Landcom have a Sustainability Rebate at Macarthur Heights, incentivising residents to build sustainable new homes.

Case Study



Sustainability Rebate

Towards the end of FY19 Landcom launched its first Sustainability Rebate to home buyers at Macarthur Heights, as a new incentive to encourage greater sustainability and resilience of new homes in Landcom communities. To date we have accepted 13 claims against the Rebate from eligible homeowners.

All prospective buyers at Macarthur Heights Stage 5 are eligible for the Rebate, which is currently selling with settlements and completions expected to commence from FY22.

The Sustainability Rebate supplements Landcom's existing Landscaping and Fencing Rebate and offers a \$15,000 incentive to buyers who build their homes to meet or exceed Landcom's standards, for example our BASIX targets.

Our Sustainability Rebate was developed in collaboration with the Landcom Sales and Marketing Team. Sales and Marketing undertook a review of the residential market to determine the best financial rebate value sufficient to attract interest and drive sales leads. We then worked within the prescribed rebate value to reverse-engineer what type of home interventions would yield the greatest return on investment – both for the home owner, and to accelerate Landcom's performance against our *Energy & Emissions* and *Environmental Management* targets.

Inclusions that will contribute to a residential home meeting Landcom's BASIX targets include:

- LED lighting upgrades
- ceiling fans
- solar panels
- upgraded insulation and low-E glazing.

A key consideration was to ensure the Sustainability Rebate was beneficial to new owner occupiers and renters that may choose to live in a new home within a Landcom community. Enhancing the quality of efficiency of a home improves its overall value – benefiting owner occupiers and investors. As the Rebate also enables operational cost savings for the life of the home, it ensures renters derive value too.

To claim the Rebate buyers must present their BASIX Certificate to Landcom showing they have met or exceeded an energy score of BASIX 90. BASIX Certificates are required by the Department of Planning, Industry and Environment and form part of existing development consent and occupancy certification requirements at the completion of a home build, so there is minimal cost impost for our customers to claim the Rebate.

Through this process, we are one step closer to our net-zero carbon leadership Goal, encouraging low carbon homes.

The Sustainability Rebate can be accessed [here](#).

Image: Macarthur Heights

Environmental Management Performance Results

Landcom’s Sustainable Places Strategy addresses *Environmental Management*. This focus area forms part of our Climate Resilient Places pillar and is a representation of our commitment to deliver communities that achieve or exceed independent third party rating systems or standards.

FY21 Targets and Performance

Our FY21 performance results are presented below.

Indicator	Objective	Target	FY20 Performance	FY21 Performance
Environmental Management	To maintain and enhance a culture of high environmental performance.	All projects will adopt the use of industry recognised rating tools at a masterplan and built form scale, achieving not less than ‘Australian Best Practice’ equivalent (Green Star preferred).	100% achieved	100% achieved
		NABERS: Office, Hotel & Retail – Commitment Agreement or designed-to 5 Star Energy and Water.	100% achieved	100% achieved
		BASIX energy: Detached & Semi - 60; Low-Rise - 55; Mid-Rise - 45; High-Rise - 40 BASIX water: all dwellings - 60	0% achieved	0% achieved

Green Star Certification

Green Star, administered by the Green Building Council of Australia, is Landcom’s preferred independent and voluntary rating tool for precincts and built form. Landcom is committed to achieving ‘Australian Best Practice, 5 Star Green Star’ project certifications for all new projects¹³.

In FY21 Landcom submitted Macarthur Gardens North for a Communities rating assessment, targeting not less than a 5 Star rating, with a preliminary rating returned in the reporting year. We anticipate sharing our certified results in the coming reporting year.

SMNW Places Precinct at Tallawong South precinct is also considered in scope with full achievement, as a certified rating is a condition of sale across the entire site.

We also registered the SMNW Places Precincts Kellyville and Bella Vista for Communities ratings. In addition, SMNW Places Precinct Hills Showground (Doran Drive) is forecast to achieve a Design & As Built rating, also a condition of sale. The contract is yet to settle.

Landcom is committed to achieving ‘Australian Best Practice, 5 Star Green Star’ project certifications for all new projects.

¹³ Landcom’s preferred tool is Communities, in some instances, Landcom may seek to use, or require the use of, the Green Star Design & As-Built rating tool.

NABERS Certification

Landcom adopts the National Australian Built Environment Rating System (NABERS)¹⁴ as its preferred independent and voluntary rating system to validate the operational sustainability of eligible non-residential built form. NABERS measures a building's operational energy efficiency, carbon emissions, water consumption and waste production on an annual basis, and awards a star rating out of six.

Landcom is committed to requiring a NABERS rating at new projects that include office, retail or hotel built form. A NABERS rating can only be ensured at Landcom projects through collaboration with future building owners and operators through conditional requirements within contracts of sale to future site owners.

Landcom had two projects in scope within the reporting period. This included two SMNW Places Precincts Tallawong South and Hills Showground (Doran Drive) that were sold to the private sector in FY20, and included conditions of sale to achieve this target. In FY21 Tallawong South (Site 1) settled, while Hills Showground (Doran Drive) remains under an exchanged contract.

Landcom is committed to requiring a NABERS rating at new projects that include office, retail or hotel built form.

The first parcel settled at Tallawong South (Site 1) and delivered a final average BASIX Energy score of 34, exceeding the contractual commitment of 25.

BASIX Certification

In FY20 two SMNW Places precincts, Tallawong South and Hills Showground (Doran Drive), were tendered to market with Landcom's BASIX targets requested for achievement. Unfortunately, we were unsuccessful in negotiating agreement to deliver on Landcom's targets. However, throughout FY20 and FY21 the successful proponent has demonstrated a willingness to collaborate and achieve higher than compliance BASIX performance.

During the reporting period, the first parcel settled at Tallawong South (Site 1) and delivered a final average BASIX Energy score of 34, exceeding the contractual commitment of 25. This 36% improvement over BASIX minimum compliance was achieved simply via efficient appliances and fixtures with a 117kW photovoltaic system. The site also achieved a BASIX Water score of 40. High density sites such as this prove challenging to achieve our BASIX water targets in absence of recycled water connections. Typically, towers do not have sufficient roof area to accommodate sufficient rainwater collection, along with the other services needed.

¹⁴ What is NABERS? (2018) <https://www.nabers.gov.au/about/what-nabers>

The following Figures (Figure 3 and Figure 4) represent the average BASIX Energy and Water scores committed for new projects. This includes projects with exchanged contracts of sale with relevant BASIX provisions, and those with Development Application approval. For FY21 this includes Tallawong South (Site 2), Hills Showground (Doran Drive) and Schofields, where we plan to deliver homes with builder partners. Dwellings will be tendered to the market with the requirement for builder partners to meet Landcom's BASIX targets. We expect to see these commitments transfer to delivered results in the coming reporting years. As is evident from the Figures presented, we anticipate the greatest positive impact to come from improved energy efficiency in homes.

Average BASIX Energy scores for committed new projects

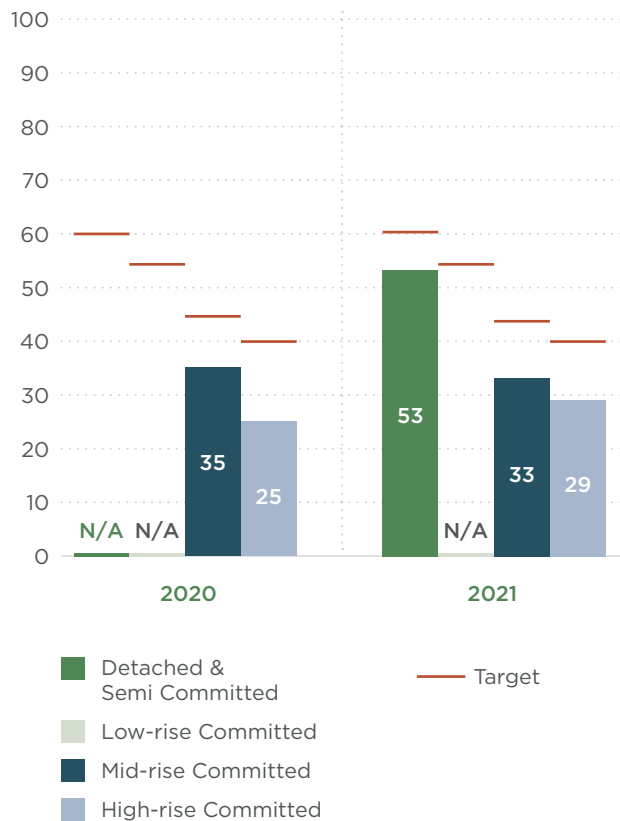


Figure 3 Average BASIX Energy scores committed for new projects. N/A where those building types are not committed or delivered in the period.

Average BASIX Water scores for committed new projects

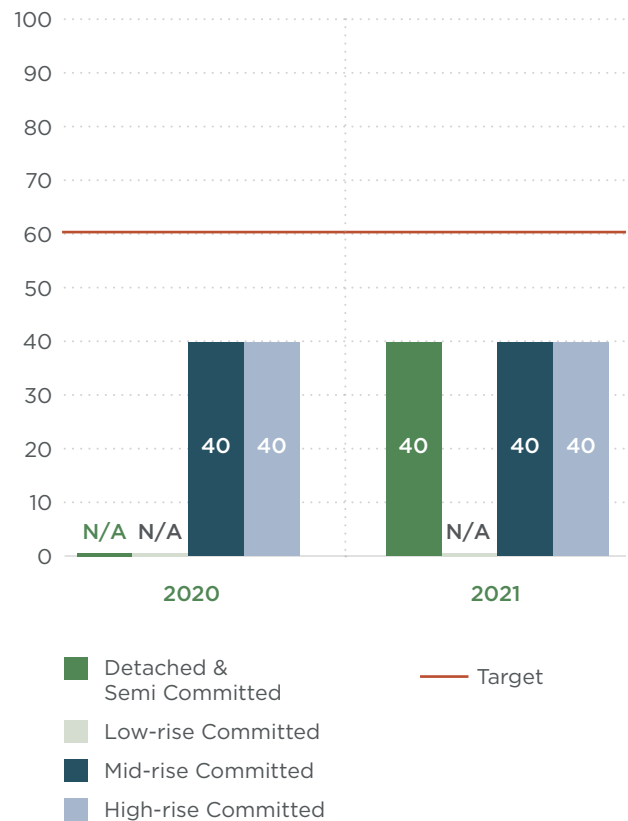


Figure 4 Average BASIX Water scores for committed new projects. N/A where those building types are not committed or delivered in the period.

During the reporting period we had a number of projects either undergoing planning assessment or with Expressions of Interest for sale out to market. These projects included stages within Edmondson Park Town Centre North and Macarthur Gardens North. For these projects we are presented our forecast results against our BASIX targets. Most notable are the terrace houses at Macarthur Gardens North that are expected to exceed our BASIX Energy target, with some individual terraces expected to perform at BASIX Energy 82.

Forecast Average BASIX Energy scores for new projects in planning

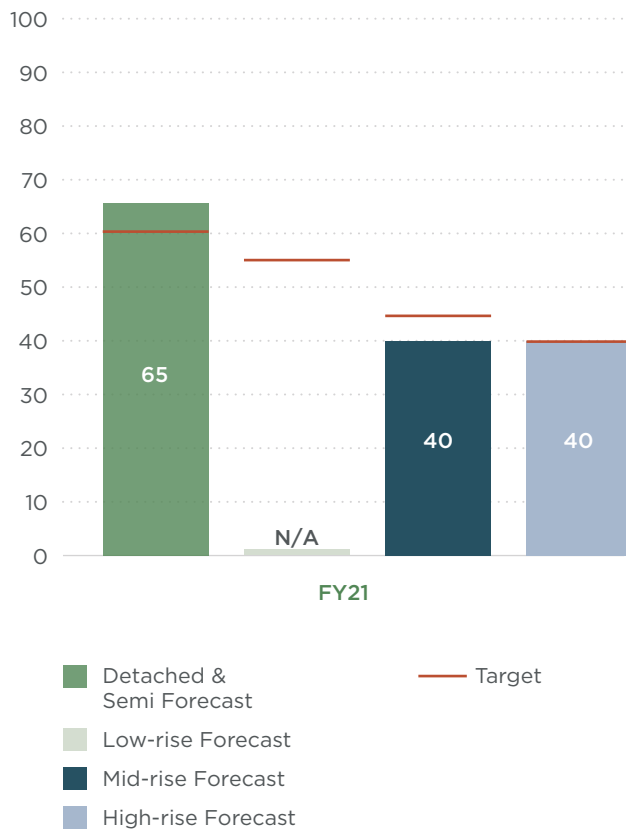


Figure 5 Average BASIX Energy scores forecast for new projects, including precincts within Edmondson Park Town Centre North, and Macarthur Gardens North. N/A where those building types are not committed or delivered in the period.

Forecast Average BASIX Water scores for new projects in planning

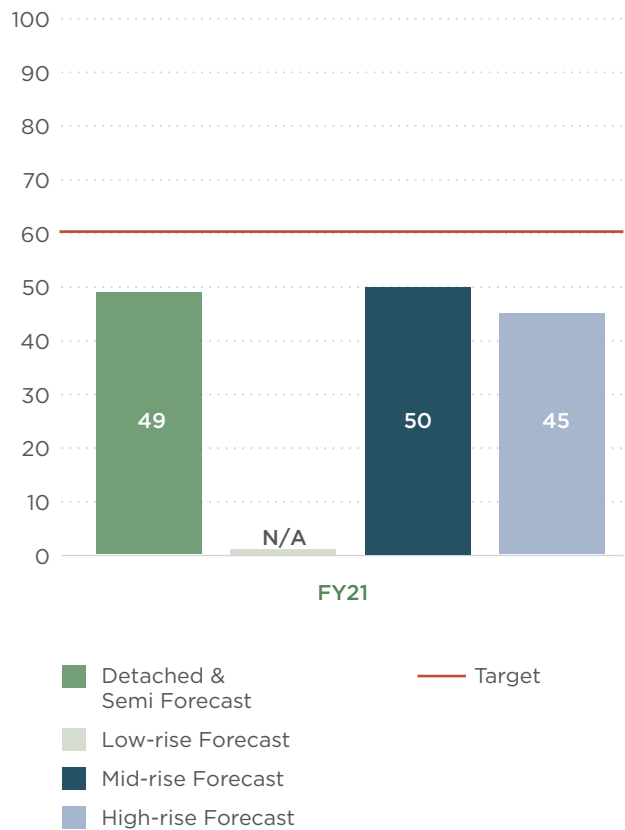


Figure 6 Average BASIX Water scores forecast for new projects, including precincts within Edmondson Park Town Centre North, and Macarthur Gardens North. N/A where those building types are not committed or delivered in the period.

Waste & Materials Performance Results

Landcom’s Sustainable Places Strategy addresses *Waste and Materials*. This focus area forms part of our Climate Resilient Places pillar, and is a representation of our commitment to delivering communities that reduce waste, and source materials responsibly. These focus areas contribute to our leadership goal to enable zero waste communities by 2028.

FY21 Targets and Performance

The below table outlines our FY21 performance against our Waste & Materials Targets.

Indicator	Objective	Target	FY20 Performance	FY21 Performance
Waste & Materials	To drive innovation in waste reduction, and further enable the use of responsible resources.	All new projects divert minimum 95% construction waste from landfill (excluding contamination or hazardous materials)	100% new projects achieved target	100% achieved at projects sold to the private sector 92% diversion rate across Landcom delivered works
		100% timber sourced for construction (by cost) is Forest Stewardship Council Certified or agreed equivalent (ie Australian Forestry Standards)	100% new projects achieved target	100% new projects achieved target

Waste

Landcom continues to place a high value on transparently reporting our impact on local environments. We are advancing our approach to focus on how we can achieve net positive environmental outcomes, including zero waste communities.

In calculating our waste diversion from landfill target we exclude hazardous waste and contamination volumes from the figures to align more closely with the standards set out in the Green Star rating tools.

In FY21 Landcom had four project sites in scope for reporting against our waste diversion target.

The SMNW Places precincts at Tallawong South (Sites 1 and 2) and Hills Showground (Doran Drive) were sold to the private sector in FY20, with conditions of sale to deliver on this target.

At the SMNW Places precincts at Epping and Hills Showground¹⁵ demolition works were undertaken that diverted a combined total of 92% of waste from landfill.

¹⁵ Separate to the Doran Drive site sold to the private sector in FY20.

Breakdown of waste streams from new projects

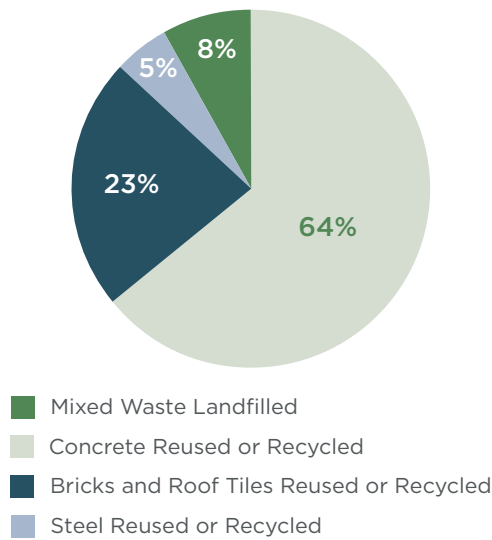


Figure 7 Breakdown of waste streams from demolition works undertaken at SMNW Places Precincts at Epping and Hills Showground.

In FY21 we did not have any legacy project contracts that generated material volumes of waste. Consistent and accurate waste reporting remains a challenge across the development industry. Throughout the reporting period we developed an online data collection process for waste to mitigate the need for manual 'paper based' workflows. The process being developed is part of the Work Health and Safety reporting portal and is in the testing phase. We anticipate moving to user acceptance testing and roll out in FY22.

Materials

In FY21 there were two new projects in scope for reporting against our target for 100% Chain-of-Custody Certified timber. These included the SMNW Places Precincts Tallawong South and Hills Showground (Doran Drive), which were sold to the private sector in FY20 with conditions of sale to deliver on this target.

Through negotiations at both sites Landcom accepted a contractual target of 95% Chain-of-Custody certified timber is deemed equivalent, as it aligns with the Green Star rating credits the developer is also required to target. As such we are reporting attainment of this target for both sites.



Throughout the reporting period we developed an online data collection process for waste to mitigate the need for manual 'paper based' workflows.

Water Performance Results

Landcom’s Sustainable Places Strategy addresses *Water*. This focus area forms part of our Climate Resilient Places pillar and is a representation of our commitment to delivering communities designed for best practice water sensitive urban design which actively conserve potable water. These focus areas contribute to our leadership goal to enable water positive communities by 2028.

FY21 Targets and Performance

The below table outlines our FY21 performance against our Water Targets.

Indicator	Objective	Target	FY20 Performance	FY21 Performance
Water	To design our precincts based on best practice water sensitive urban design principles, and actively conserve potable water.	Water Sensitive Urban Design strategy for all projects, pollutant discharge loads not to exceed Nitrogen 45, Phosphorus 65, Suspended Solids 85, Gross Pollutants 90.	100% new projects achieved target	100% in scope projects achieved
		All new projects modelled to reduce mains potable water demand by 50% at the precinct scale, against a 2016 reference case (CCAP Precinx).	Committed: 39% weighted portfolio reduction Forecast: 52% weighted portfolio reduction	Delivered: 34% weighted portfolio reduction Committed: 42% weighted portfolio reduction Forecast: 50% weighted portfolio reduction

Water Sensitive Urban Design

Landcom views water sensitive urban design (WSUD) as integral to the sustainable water cycle management of our projects. WSUD can include the rehabilitation and protection of natural waterways, design elements such as wetlands, rain gardens, water harvesting and storage and efficient fittings, and alternative water sources such as recycled or blackwater.

In FY21 Macarthur Gardens North, Edmondson Park and SMNW Places precincts Tallawong South (Sites 1 and 2), Hills Showground (Doran Drive), Kellyville, Bella Vista, Epping and Schofields were in scope for reporting against our WSUD target. All projects either achieved or exceeded Landcom’s WSUD targets.

Potable Water Reduction

Our potable water reduction target seeks to reduce the unnecessary use of potable water and improve the efficiency of potable water that is used. The potable water consumption reported is the predicted operational consumption of a community at completion and is calculated using the sustainability modelling tool PRECINX.

During the reporting period the SMNW Tallawong South (Site 1) settled with a final potable water reduction of 34%, achieved using efficient fixtures, fittings and appliances, and rainwater harvesting to irrigate landscaping.

The SMNW Places precincts of Tallawong South (Site 2) and Hills Showground (Doran Drive) are likely to settle in the next reporting period and remain as ‘committed’ in the FY21 results, along with a portion of Edmondson Park Precinct 9 and Schofields.

We also report our forecast for new projects, and individual precincts within ongoing projects currently in the planning and design stages. Forecast results include SMNW Places precincts of Kellyville, Bella Vista, Tallawong and Epping, along with Macarthur Gardens North and Edmondson Park (Precinct 3 and residual lots not captured within the FY21 land release). Across Landcom projects residential land uses continue to dominate potable water consumption, which is consistent with our operations predominantly as a residential developer (see Figure 8).

Water consumption source

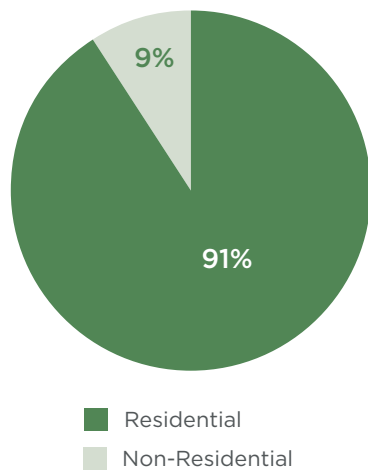


Figure 8 Potable water consumption by source.

Potable Water Consumption Reductions against 2016 Sydney Metro Average

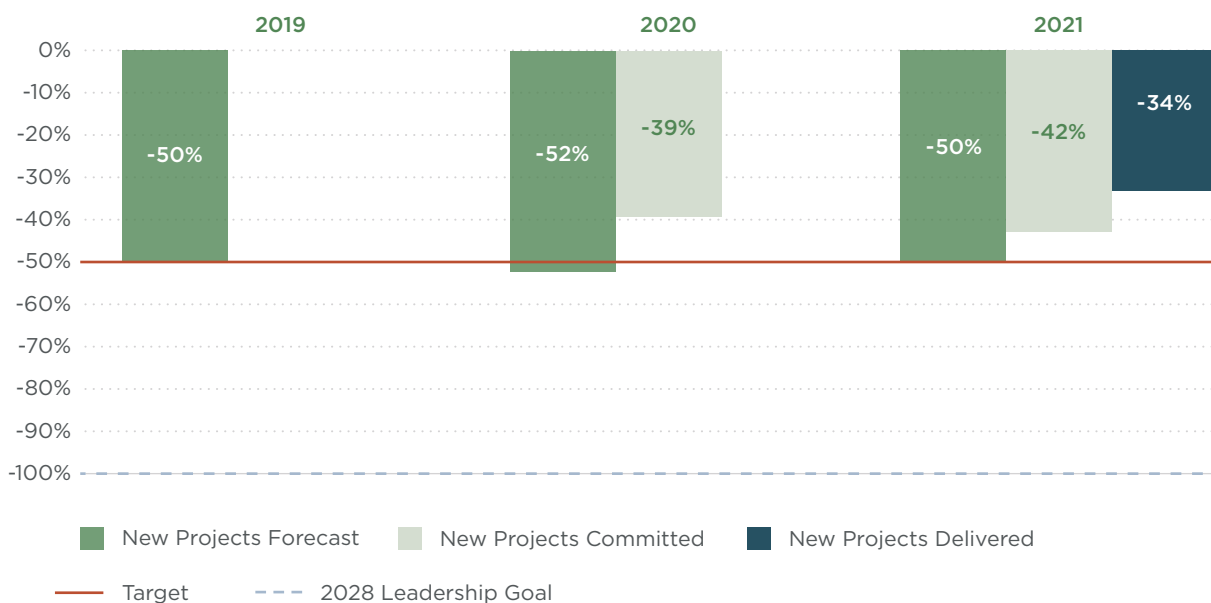


Figure 9 Predicted potable water consumption reductions from in-scope projects, against FY16 baseline, modelled using PRECINX.

¹⁶ Reduction from the reference case. Landcom chooses to use its PRECINX tool for modelling potable water and Greenhouse Gas emission reductions. The reference case is defined as the normalised relevant 2016 metropolitan average applied to a masterplan.



Healthy & Inclusive Places

Skip to:

- > [Healthy & Inclusive Places Pillar Overview](#)
- > [Health, Equity & Inclusion, Community Connection & Safety Performance Results](#)
- > [Affordability & Diversity Performance Results](#)
- > [Design through Engagement Performance Results](#)



Leadership Goal

Objective

To deliver healthy and inclusive places founded on equity for people of all ages and abilities.

Target

To enhance Landcom’s international status for delivering world class liveable places founded on equity, affordability and inclusion.

Residents report overall 90% satisfaction with quality of life.

Relevant Sustainable Development Goals



Image: Minto Community

Healthy & Inclusive Places Pillar Overview

Landcom's Healthy & Inclusive Places pillar is focused on a leadership goal to 'enhance Landcom's international status for delivering world class liveable places, founded on equity, affordability and inclusion by 2036'.

This leadership goal was developed to reflect our commitment to meaningfully contribute to the United Nations Sustainable Development Goals¹⁷, and reduce the impact of shocks and stresses to communities and infrastructure, such as social cohesion and affordable housing as identified by Resilient Sydney¹⁸ (part of the Rockefeller Foundation 100 Resilient Cities Program).

Within this pillar Landcom focuses on how well a place delivers quality of life to its communities and the resilience of those communities. It encompasses economic prosperity and affordability, social stability and equity, accessibility, education, health and wellbeing, and integration of culture and heritage.

Liveable communities are healthy and inclusive. A well-designed community takes into account the needs of people today, and the needs of our future generations. We consider where people will work, learn, spend their leisure time and how they move from place to place. Landcom also believes that the built environment should incorporate green spaces and retain a connection to our natural habitats for the benefit of the environment and our communities.

Landcom addresses liveability through the following focus areas:

- Health, Equity & Inclusion
- Community Connection
- Affordability and Diversity
- Safety & Wellbeing
- Design through Engagement.

Each of these focus areas includes a suite of targets to measure our success.

Management Approach

Health, Equity & Inclusion, Community Connection & Safety

Landcom adopts a holistic approach to the delivery of healthy and inclusive places founded on equity for people of all ages and abilities.

For new projects we undertake social needs assessments to understand what amenities, services or programs are currently available to the immediate and surrounding community, and what gaps may need to be filled. We use this information to inform our future planning for infrastructure and community development programming.

As residents begin to live onsite we commence a continuous feedback loop via our Healthy & Inclusive Places survey (HIPs). This is an engagement tool used to gather data from residents of Landcom communities measuring satisfaction across dimensions such as design, community connection, safety, wellbeing, housing affordability and diversity based on the residents' lived experience. We have adopted performance targets across these dimensions, striving for continuous improvement to meet the quality of life expectations of current and future residents.

To benchmark Landcom's results against industry standards the survey also incorporates the Personal Wellbeing Index (PWI)¹⁹. The PWI is designed to measure satisfaction with quality of life across seven domains: standard of living, health, life achievement, relationships, safety, community connectedness and future security. Landcom uses resident satisfaction across the core elements of the PWI to measure success against our leadership goal to 'enhance Landcom's international status for delivering world class liveable places, founded on equity, affordability and inclusion by 2036'.

¹⁷ [United Nations Sustainable Development Goals](#) (2018) to see our full alignment to the SDGs see [APPENDIX D: Sustainable Development Goals Alignment](#)

¹⁸ [Resilient Sydney](#) (2018)

¹⁹ [International Wellbeing Group](#) (2013). Personal Wellbeing Index: 5th Edition. Melbourne: Australian Centre on Quality of Life, Deakin University

We use the results and resident feedback from the HIPs survey each year to drive performance improvements in the way we deliver our projects. This can include adjusting our approach to the design and delivery of future stages of a project or influencing the way we deliver community development programs and services.

Based on low FY18 performance results against our Community Connection targets we committed to undertake an evaluation of our Community Development and Welcome Program to determine past successes and areas of opportunity. The assessment found Landcom would benefit from an overarching framework to guide the way we approach and deliver community development. A shift to impact reporting would also support consistent evaluation of success and ability to communicate value creation.

These recommendations were adopted during the reporting period, however due to the impacts of COVID-19 Landcom's implementation against these recommendations has been delayed, and only began to take effect from late in this reporting cycle.

For our FY21 performance results measured by our Healthy & Inclusive Places survey, see [Health, Equity & Inclusion, Community Connection, & Safety \(p. 35\)](#).

Housing Diversity & Affordability

In FY21 Landcom updated our Housing Affordability & Diversity Policy (now referred to as Housing Policy), setting new targets to drive the delivery of diverse, affordable and accessible homes. The Policy is a clear reflection of Landcom's commitment to create more affordable and sustainable communities. Our new targets will come into effect on new projects from FY22.

Landcom defines Affordable Housing as dwellings managed or owned by a Community Housing Provider (CHP). CHPs are not-for-profit organisations that build and/or manage housing for eligible people on very low, low and moderate incomes or who are unable to access appropriate housing in the private market.

Landcom's targets in place for FY21 require 5-10% of housing in our projects to be provided as Affordable Rental Housing, owned or managed by a CHP. The CHP may build the homes, and will manage eligibility and waiting lists, tenant services and property maintenance.

We also address housing diversity and accessibility in response to Sydney's current market conditions. We aim to deliver a range of tenure options for owners and renters, improve the range of home options available in the market especially for first home buyers, and ensure people have the ability to access fit for purpose housing throughout their lifetime.

We complement this by advocating for and requiring accessible homes that embody Universal Design principles and are Liveable Housing Australia (LHA) certified.

For our FY21 performance against our Affordability & Diversity targets, see [Affordability & Diversity Performance Results \(p. 39\)](#).

Design through Engagement

We maintain a commitment to excellence in design and meaningful stakeholder participation from all those who have a stake in the evolution of our cities, including the communities which know them best.

Landcom has an established Design Review Panel (DRP). The DRP provides advice to Landcom on strategies to achieve design excellence and quality of urban design outcomes across our project portfolio. The DRP is comprised of industry experts with experience across design and environmental consultancies, government entities and the development sector. The objectives of the DRP are to support Landcom project teams with a critical design review process and provide access to industry experts for guidance and support.

As part of our management approach all projects are required to present to the DRP as they progress through the masterplan and design stages. In addition, active projects that make significant reviews to future stages must also present to the DRP. Landcom's aim is that this robust process will ensure enhanced design outcomes for the communities we deliver. In late FY21 we updated the membership and focus of our DRP, and these new changes will be reflected in our updated Management Approach in FY22, as they begin to take full effect.

Landcom's Join In Framework guides our approach to stakeholder engagement. The Framework includes a charter and protocol that have been developed in accordance with the International Association for Public Participation (IAP2) guidelines, 'which seeks to promote and improve the practice of public participation or community and stakeholder engagement, incorporating individuals, governments, institutions and other entities that affect the public interest throughout the world'²⁰.



A well-designed community takes into account the needs of people today, and the needs of our future generations.

²⁰ International Association for Public Participation Australasia (2018)

**We aim to be:**

This means:

Collaborative

Working with stakeholders with an interest in delivering positive project outcomes

**Purposeful**

Planning and resourcing engagement to support project delivery

**Proactive**

Engaging stakeholders early and throughout project planning and delivery and making it easy for them to participate

**Accountable**

Being clear about the purpose of engagement, level of influence and how the influence has shaped recommendations and decisions

**Inclusive**

Engaging stakeholders with different needs and interests

For our FY21 performance against our Design through Engagement targets, see [Design through Engagement Performance Results \(p.41\)](#).

Our Future Priorities

Our Sustainable Places Strategy identifies a number of initiatives as future opportunities to enhance our Health, Equity and Inclusion and Community Connection focus areas. There are also previously identified priorities that we are retiring, as they have been materially integrated into our organisational approach. Our future priorities in this area are:

- exploring opportunities to advance innovation in education, health and wellbeing
- identifying mode-shift opportunities to reduce car dependency in appropriate locations.

Health, Equity & Inclusion, Community Connection and Safety Performance Results

Landcom’s Sustainable Places Strategy addresses *Health, Equity & Inclusion, Community Connection and Safety*. These focus areas form part of our Healthy & Inclusive Places pillar and represent our social sustainability commitments.

FY21 Targets and Performance

In FY21 we commenced implementation of our new framework for community development directly targeting increased participation, connection and engagement with our residents. We also continued to focus on establishing partnerships with organisations specialising in health, wellbeing and education. We worked closely with these partners to shift several activities online, in response to COVID-19 and continued throughout FY21.

Indicator	Objective	Target	FY20 ²¹ performance	FY21 performance
Health, Equity & Inclusion	To deliver healthy and inclusive places founded on equity for people of all ages and abilities.	2036 Goal: 90% of residents report satisfaction with quality of life.	86%	86%
		90% of residents report high quality public, active and sustainable transport options to key amenities, services, and employment.	83%	78%
		90% of residents report high physical and mental health, reflecting project design, programs or events that encourage active, social and healthy lifestyles.	91%	89%
Community Connection	To nurture wellbeing and connection for all that live, work and recreate in our communities.	90% of residents report overall satisfaction with the integration of culture and heritage.	61%	51%
		90% of residents report community cohesion, by fostering the integration of community networks and facilities in our projects.	66%	67%
Safety	To promote a culture of health, safety and wellbeing.	Achieve a culture of safety through our organisation, and on all Landcom projects, striving for 90% of residents reporting feeling safe.	93%	92%

²¹ FY19 results carried forward to FY20. The impacts of COVID-19 resulted in the cancellation of the Healthy & Inclusive Places Survey during that reporting period.

Health, Equity & Inclusion

During the reporting year we continued to focus on rolling out new partnership programs to our communities. A strong emphasis was placed on projects where Landcom partners with Land and Housing Corporation to deliver social and market housing, in order to drive greater equity and access to programs and services. Activities undertaken in FY21 that supported community health, equity and inclusion included:

- Live Life Get Active free fitness classes
- National Theatre for Children – mental health program
- seniors event.

In FY22 Landcom will continue to expand these programs across our portfolio.

Community Connection

Activities undertaken in FY21 that supported community connection and the integration of culture and heritage include:

- community BBQ's
- playgroup programs
- mobile library
- baby rhyme time
- seasonal COVID Safe community events including a digital QR code egg hunt and Santa drive-by
- school holiday online program including kids disco, cooking, fitness and Lego classes.

In FY20 Landcom supported a local social club at Macarthur Heights to become an incorporated residents' association, and throughout FY21 we contributed towards community events the group organised, such as a 'Clean Up the Community' event and BBQ.

Our historical performance results against Community Connection show lower satisfaction by residents for community cohesion (67%) and the integration of culture and heritage (51%) compared to other indicators in the survey. This is consistent with our independent review of previous community development activities showing low participation and engagement rates in general, and is an area Landcom will be specifically focusing on better understanding in FY22 in order to improve performance.

In FY20 we adopted a new approach to community development focused on partnerships with organisations that offer impact measurement. As a result of these new partnerships in FY21 we have seen a small initial improvement in community cohesion (67%) compared to previous results. As a result of these new partnerships, in FY21 we have seen small initial improvements in community cohesion (67%) compared to previous results, and in our communities' health and wellbeing (such reduced risk of health issues like pre-diabetic risk and obesity) and improved mental health awareness for participants in the Live Life Get Active program.

The impacts of COVID-19 significantly impacted the roll out of our new community development partnerships during the reporting period. We anticipate more positive results in FY22, as health restrictions on socialising and recreation are hopefully eased.

Safety

In FY21 residents continued to report high levels of perceived safety (92%) either at home or within their community. We ask residents to rate their sense of safety from 'very unsafe' to 'very safe' in the following situations:

- at home alone during the day – 98% of residents report feeling safe or very safe
- walking alone within their community during the day – 99% of residents reporting feeling safe or very safe
- at home alone during the evening – 91% of residents report feeling safe or very safe²²
- walking alone within their community during the evening – 79% of residents report feeling safe or very safe.

Throughout the design process we continue to adopt best practice Crime Prevention through Environmental Design (CPTED) principles.

²² Restatement: In FY19 Landcom reported 93%. This error was carried forward in FY20 and has now been corrected.

Case
Study

Expanded Live Life Get Active partnership

Landcom is committed to improving community health and wellbeing. Since 2019, we have partnered with Live Life Get Active (LLGA) who are a registered health promotion charity that offers free fitness classes five days a week during school terms.

In FY21 we launched an additional three LLGA fitness camps in Landcom communities at Claymore, Airds and Macarthur Heights, and saw the Tallawong camp enter its second successful year of operation.

LLGA track and measure the collective positive impact of attendees engaged in the fitness classes, with results reported against key risk health indicators at each fitness camp.

In FY21 we saw health improvements across all LLGA camps, with members reducing their risk of obesity and pre-diabetes and a positively reported reduction in anxiety and stress.

Participants can choose from a range of daily classes including cross-training, boxing and yoga. Each of the outdoor classes runs for 45 minutes and members receive a free tailored nutritional plan.

When the outdoor fitness camps were not possible due to COVID-19 restrictions, LLGA members had access to online content, videos and live streaming of fitness and health and wellbeing initiatives via the LLGA website.

“Attending the camp has improved my lifestyle and mental health feels much better. I lead a very active life and this camp provides a routine every morning which is excellent. Very important to have good structure in life. I have made new friends which live close to me and this helps to talk to people your age about adult issues. This is super important to mental health”.

Macarthur Heights LLGA Member

Image: Claymore Live Life Get Active program



National Theatre for Children

In FY21 we partnered with National Theatre for Children (NTC) to create and launch a new theatre-based education program called *Mind Masters*. This is directly aligned to Landcom's commitment to deliver communities that are healthy and inclusive. Focusing on mental resilience, this initiative will run over three years and was rolled out to ten primary and nine secondary schools across the Campbelltown, Liverpool and Southern Highlands LGAs, reaching over 7,600 students.

The *Mind Masters* program is aligned to our Sustainable Places Strategy targets for Healthy & Inclusive and Productive Places, and has been designed to complement the NSW curriculum. Each participating school received student and teacher workbooks, teacher guides, infographic posters and access to a digital portal that contained more information, videos and games.

Designed with a clinical psychologist, this unique education approach is a combination of pre-recorded segments and interactive live streaming. It arms students with the knowledge to better understand mental health and build their own resilience and wellbeing.

Initial results show improvements in students' ability to understand and implement mental health strategies, which will be further embedded over the three-year program. Feedback from teaching staff has also been positive, with this program helping to address emerging issues for young people during COVID-19.

“There are times when school and home life for students can often be difficult to deal with, so giving our young people the skills to build their resilience to get through tough times will make a world of difference not only to learning outcomes these messages in a fun and creative way, which allows the students to connect with the content in a really positive way.”

Deputy Principal, Eagle Vale Highschool

Image: National Theatre for Children live performance

Affordability & Diversity Performance Results

Landcom’s Sustainable Places Strategy addresses *Affordability & Diversity*. This focus area forms part of our Healthy & Inclusive Places pillar and is a representation of our commitment to delivering affordable and sustainable communities.

In 2017 we released our Housing Affordability & Diversity Policy which sets out our commitments to drive the delivery of diverse, affordable and accessible homes. To ensure that we continue to drive these commitments across industry we have updated our Policy with enhanced targets in FY21. These will come into effect for new projects from FY22.

FY21 Targets and Performance

In FY21 we had no projects in scope for reporting against Landcom’s Affordability & Diversity targets, as no new projects exchanged contracts of sale during the reporting period.

Indicator	Objective	Target	FY20 performance	FY21 performance
Affordability & Diversity	Deliver on Landcom’s commitments for affordable, diverse and sustainable homes.	Deliver 5-10% Affordable Housing across the Landcom portfolio.	100% in scope projects achieved.	No projects in scope for reporting.
		20% of medium to high density dwellings within all new projects achieve Livable Housing Australia Silver Certification (or equivalent).	100% in scope projects achieved.	No projects in scope for reporting.
		New projects to deliver 10-15% diverse housing.	100% in scope projects achieved.	No projects in scope for reporting.

Affordability and Diversity

While no new projects were in scope during the reporting period, eleven projects did release sites to the market, with an estimated 160 affordable and 1,100 diverse homes expected to be achieved. Across these projects, there were 590 homes that embody Universal Design principles*. See our Case Study: [Edmondson Park Diverse Housing \(p. 40\)](#).

*A single dwelling may be both Affordable or Diverse Housing as well as Universal Housing

Current and projected cumulative housing activity

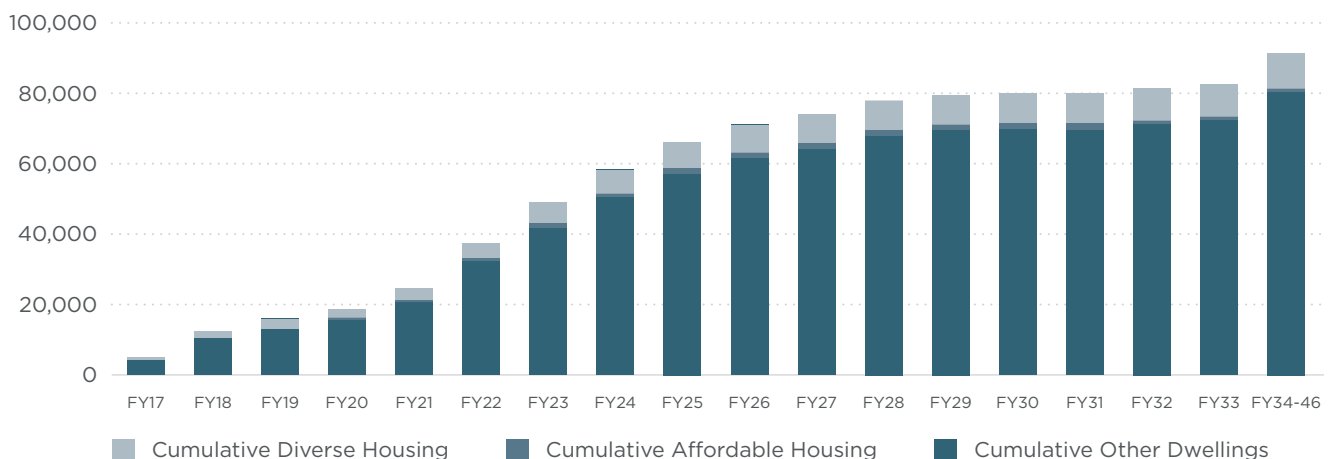


Figure 10 Current and forecast Housing Affordability & Diversity targets based on current and new projects

Case
Study

Indicative artist impression, subject to change and planning approvals

Edmondson Park diverse housing

Landcom is committed to creating more affordable and sustainable communities, and housing diversity forms a part of that commitment. By delivering a masterplan with varying housing typologies we are able to accommodate the diverse needs of residents living in the communities we create.

Our community at Edmondson Park is a great example of how this comes to life at a project level, as it features a range of housing types and price-points. This provides the opportunity for buyers of diverse household sizes and incomes to own their own home.

The housing types includes moderate income homes, terrace housing, secondary homes called “Fonzie Flats” (because they are situated on-top of a built garage), seniors living and a small number of large rural lots.

Edmondson Park also offers homes designed to Universal Housing standards. These homes are designed and built with features that make it easier and safer for all occupants to use, such as wider door frames and corridors.

Edmondson Park provides the opportunity for buyers of diverse household sizes and incomes to own their own home.

Image: Edmondson Park Terrace Housing Artist Impression

Design through Engagement Performance Results

Landcom’s Sustainable Places Strategy addresses *Community Engagement and Design*. These focus areas form part of our Healthy & Inclusive Places pillar and is a representation of our social sustainability commitments to excellence in design and meaningful engagement with our stakeholders.

FY21 Targets and Performance

Landcom released the Join In Framework in 2018 as part of our commitment to engagement and established its Design Advisory Panel (now Design Review Panel - DRP) in 2019 to promote design excellence.

Indicator	Objective	Target	FY20 performance	FY21 performance
Design through engagement	To optimise the quality of design and place and drive strong engagement with our communities and stakeholders.	All new projects to undergo peer review through the Landcom Design Review Panel (or equivalent).	100%	100%
		All new projects to conform with the community engagement policy, Join-In Framework, aligned to industry best practice for stakeholder engagement practice.	100%	100%

Community Engagement

Our approach to working with the people, groups and organisations that have an interest, that will be directly impacted, or have an ability to influence our projects is guided by our Join In stakeholder engagement framework. The framework outlines our commitment to stakeholder engagement and to continued learning and improvement in our engagement practice to help create more affordable and sustainable communities.

In FY21 there were ten projects in scope for reporting including SMNW Places precincts at Cherrybrook, Hills Showground, Bella Vista, Kellyville, Tallawong and Epping. Macarthur Gardens North and Fennell Bay were also in scope and focus on how community can help shape plans for new neighbourhoods at these communities.

During FY21 we also adapted our engagement approach in response to the impacts of COVID-19. This included embracing new web-based tools to enable communities to engage with us from the safety of their homes. See Case Study: [Engaging online amid the COVID-19 pandemic \(p.42\)](#).

Design

During FY21 all projects within our business development portfolio, or active projects undertaking masterplanning or reviewing design and delivery options, presented to the DRP. Within our active project portfolio this included new projects at North Wilton and Fennell Bay, as well as the SMNW Places precinct Cherrybrook.

The DRP provides expert review of projects in concept or masterplanning design, with the aim of achieving design excellence.

Case Study



Engaging online amid the COVID-19 pandemic

In response to COVID-19 we adapted our engagement approach to combine traditional outreach methods and digital activities.

We maintained our webpages and project telephone hotlines so people could contact us, continued to distribute printed project information to letterboxes, and increased the volume of electronic updates as more people registered interest in our projects.

At SMNW Places precinct Cherrybrook we undertook telephone, online surveys and customised a digital platform for community engagement and to collect feedback on our development plans. We also produced a digital 'coffee table' booklet that encouraged people to engage with family and friends from the comfort of home, and provide us with structured feedback.

At Fennell Bay we held digital focus groups to understand people's preferences for diverse housing and hosted online community information sessions inviting feedback on our development plans. Similarly, we leveraged online engagement for one-on-one engagement regarding our Queenscliff development.

Finally, a series of videos were created for Macarthur Gardens North and feedback was invited via an online survey.

Moving forward will continue to build our capacity for online engagement, combined with face-to-face interactions where possible, to broaden our reach and make it easier for people to engage with us.



At SMNW Places precinct Cherrybrook we undertook telephone, online surveys and customised a digital platform for community engagement and to collect feedback on our development plans.

Image: Landcom's digital 'coffee table' conversation booklet about the Cherrybrook precinct



Productive Places

Skip to:

- > [Productive Places Overview](#)
- > [Training & Employment Performance Results](#)
- > [Innovation Performance Results](#)

Leadership Goal

Objective

Drive the delivery of productive places, and enable jobs for the future.

Target

To contribute to a global innovation economy by enabling 30,000 enduring jobs for the future by 2036.

Relevant Sustainable Development Goals

Productive Places Overview

Landcom's Productive Places pillar is focused on a leadership goal to 'contribute to the global innovation economy by enabling over 30,000 new jobs by 2036'. This is our economic pillar committed to delivering places that will be productive and engaging for those that live there.

This leadership goal was developed to reflect Landcom's commitment to economic development, strengthening technology infrastructure and advancing equitable opportunities for skills development and education.

Landcom addresses the enablement of jobs and innovation through the following focus areas:

- Training and employment
- Innovation

Each of these focus areas includes a suite of targets to measure our success.

Management Approach

Training & Employment

Our leadership goal to enable 30,000 jobs across our communities by 2036 is in direct response to the broader NSW government objectives. As at 2036, the Greater Sydney Commission (GSC) forecasts the Sydney region alone will need 817,000 new jobs. As part of Landcom's mandate we support these targets by developing great places and mixed-use communities where people can work, live and play.

Our leadership goal to enable 30,000 jobs across our communities by 2036 is in direct response to the broader NSW government objectives.

In FY18 our Economic Development Working Group²³ released an approach for overcoming the challenge of consistently and effectively calculating our efforts to enable enduring local jobs. We use proxy employment ratios, developed through detailed research and benchmarking, attributed to various land uses based on m² gross floor area. Examples of land uses included are commercial, retail, industrial, community, cultural, tourism, health services, education, storage, hotel, serviced apartment, student housing and residential. As jobs creation is a long term goal for Landcom, we report our performance based on the FY actuals, and forecast jobs created for the life of a project. This gives us a clear indication of whether we are on track to meet our 2036 target.

In FY19 Landcom's methodology was also adopted across the NSW Government's Common Planning Assumptions Group (CPAG), influencing a consistent government wide approach.

We also contribute to advancing education and skills development across our communities. We work with industry and registered training organisations to develop programs that address specific skills requirements of locals and provide training opportunities and employment pathways for those experiencing low or long term unemployment. We also collaborate with schools and other educational institutions to deliver learning and youth engagement programs that are aligned with the NSW primary and secondary curriculum topics.

For Landcom's FY21 performance for enabling jobs and providing local training and employment outcomes see [Training & Employment Performance Results \(p. 47\)](#).

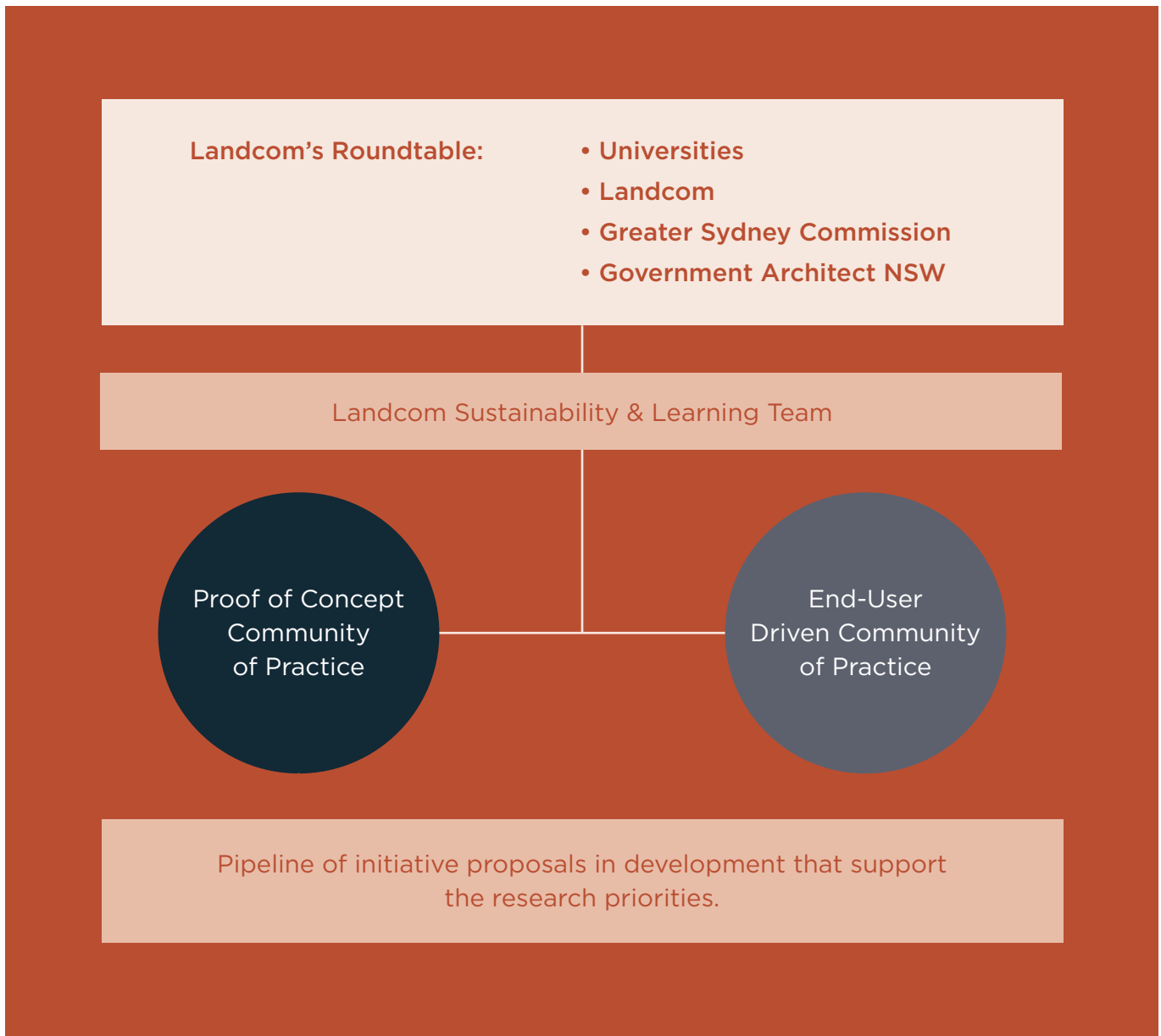
²³ Participants include NSW Government Architect, Greater Sydney Commission.

Innovation

Landcom addresses innovation by investing in research that advances the property and development industry, and future-proofing our communities.

We invest in collaborative research such as Cooperative Research Centre programs, or via our own Roundtable. Landcom's Roundtable is a collaboration with other government organisations²⁴ and eight leading Australian universities. Comprised of senior representatives from each institution, the Roundtable meets several times a year to review research proposals that advance urban development innovation.

Governance: Landcom's Roundtable



²⁴ During FY21 government participants included NSW Government Architect, Greater Sydney Commission.

Landcom’s research priorities are aligned to our Strategic Directions:

Landcom Strategic Direction	Research Priority
<p>Housing</p> <p>Increase the affordability, supply and diversity of housing</p>	<p>Landcom is interested in research that:</p> <ul style="list-style-type: none"> clarifies how Landcom can deliver innovative housing governance or tenure models for low to moderate household incomes identifies relevant new housing design typologies that are scaleable, affordable and resilient to future market changes.
<p>Partnerships</p> <p>Partner with others to unlock development opportunities and improve delivery</p>	<p>Landcom is interested in research that:</p> <ul style="list-style-type: none"> empowers future project resilience to the changing nature of cities, infrastructure, employment, people and communities.
<p>Leadership</p> <p>Demonstrate excellence in sustainable development and planning practices</p>	<p>Landcom is interested in research that:</p> <ul style="list-style-type: none"> empowers urban developers to advance the delivery of sustainable, socially equitable, environmentally friendly and commercially viable communities enables the delivery of new home designs that meet the needs of the diverse communities in which we operate empowers the commercialisation of knowledge creation to benefit Landcom and industry.

Landcom addresses emerging technologies in our Innovation focus area. Currently we are seeking to roll out smart technology to our new communities in the form of electric vehicle (EV) rapid charge stations and increasing the provision of free Wi-Fi in public places. We see these initiatives as future-proofing communities, reducing inequalities in access to information and ensuring early adoption of future transport technologies.

Ultimately, the provision of EV chargers throughout Landcom communities improves resilience, reduces greenhouse gas emissions, and reduces transport related cost of living expenses for residents. These targets also contribute to Landcom’s low-carbon transport approach, including accessibility to public transport, walkable and cycling-friendly neighbourhoods ([see Health, Equity & Inclusion, Community Connection & Safety p.35](#)).



Providing EV chargers improves resilience, reduce greenhouse gas emissions, and reduces transport related cost of living expenses for residents.

Our Future Priorities

Our Sustainable Places Strategy identifies a number of initiatives as future opportunities to enhance our Productive Places commitments. These include:

- adopting a Reconciliation Action Plan (retired – integrated into BAU)
- continuing to engage with industry on smart cities and innovation.

In FY21 we commenced the process of adopting a Reconciliation Action Plan. We will update our management approach in FY22. This responds to our new material matter of respecting indigenous culture and heritage. We will also be moving this priority to our Accountable & Collaborative Place pillar, as it best aligns to Human Rights. Activities undertaken this year are shared in our [Case Study: Developing a Reconciliation Action Plan \(p. 60\)](#).

Landcom is now an ongoing member of the Department of Planning, Industry and Environment Circular Economy Working Group, and focuses on innovation via our Roundtable and Green Star certifications.

Training & Employment Performance Results

Landcom’s Sustainable Places Strategy addresses *Training & Employment*. This focus area forms part of our Productive Places pillar and is a representation of our commitment to advancing needs-based education, skills and training to our communities.

FY21 Targets and Performance

In FY21 all targets for reporting against our Training and Employment were in scope. Our results are presented below.

Indicator	Objective	Target	FY20 performance	FY21 performance
Training & Employment	To provide opportunities for skills development, education and employment that will support our communities to thrive.	To contribute to a global innovation economy by enabling 30,000 enduring jobs for the future by 2036.	1,999 cumulative jobs enabled (20,071 projected by 2036)	3,288 cumulative jobs enabled (Over 30,000 projected by 2036)
		Projects to engage and foster education, learning or employment outcomes via actives or initiatives, based on identified needs of the local and regional community.	Engaged over 800 students across our Skills Exchange, research and excursion programs	Engaged over 12,200 students across our Skills Exchange, research and excursion programs

Enabling enduring jobs

Landcom is on track to exceed our commitment to enable 30,000 enduring jobs by 2036. FY21 in scope projects include SMNW Places program, Macarthur Gardens North and Fennell Bay as well as new projects such as North Wilton, forecast to make a substantial contribution to Landcom meeting this goal.

These forecasts will continue to be subject to change as future projects remain in the planning phase and we respond to market demand.

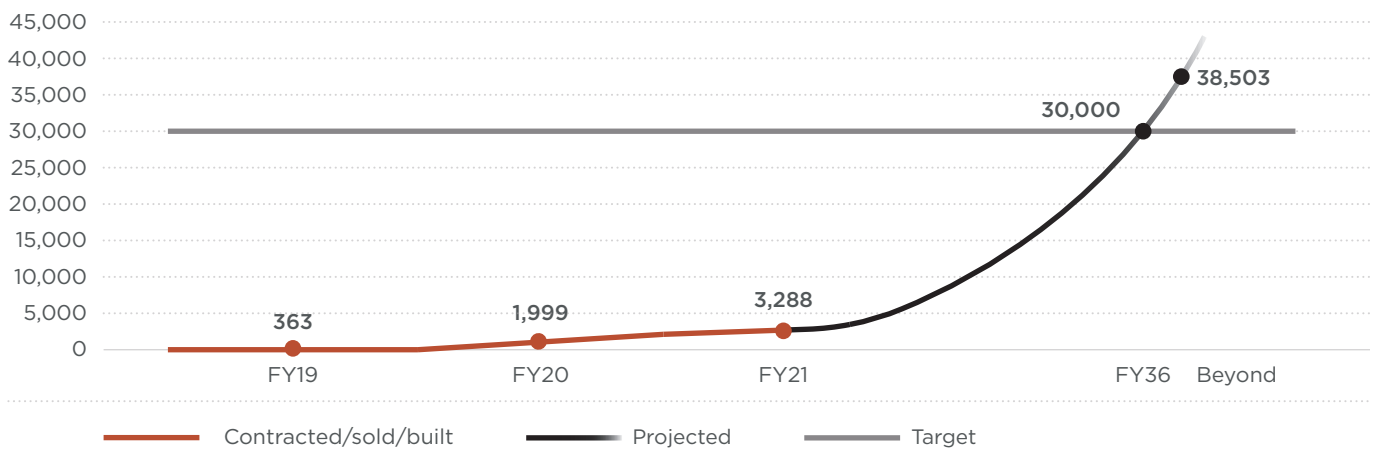


Figure 11 Cumulative progress towards achieving our commitment to enable 30,000 enduring jobs is seen to advance more quickly from FY20 onwards. This is due to new projects coming online such as those in the SMNW Places program and also our future pipeline for development including North Wilton.

Training & Employment

In FY21 we delivered our Skills Exchange program at Hillcroft in Claymore and Newbrook in Airds. The program is a partnership between Landcom, Land and Housing Corporation, and Empowering Growth. These communities and surrounding areas have an identified need for employment pathways for young people and the long term unemployed²⁵.

In FY21 we had seven unemployed or disadvantaged students engaged in the Skills Exchange Program and they all successfully graduated in June 2021. The students came from within Claymore, Airds and surrounding areas. They participated in a three day training course over a six week period to gain a Certificate II in Construction pathways, and also focused on life-skills training such as financial management, job readiness, attaining their driver's license and mental health wellbeing. A series of mentors also presented to the participants throughout the course.

Following graduation the participants will attend a series of job interviews, and will automatically enter a job finding club if unsuccessful in gaining immediate employment.

We also engaged over 12,000 primary, secondary and tertiary students throughout the reporting period, as part of our Roundtable research programs, school programs, events and engagements (see below Case Study: Collaborative Urban Teaching Platform).

7 unemployed or disadvantaged students graduated from the Skills Exchange Program in June 2021



Collaborative Urban Teaching Platform

The Collaborative Urban Teaching Platform (CUTP) is a multi-university, cross-disciplinary urban teaching partnership developed by Landcom and several NSW-based universities. It aims to foster engagement between research institutions, government, and students.

During the university Spring semester of 2020, we engaged with 115 undergraduate students from the University of Technology, Sydney on our Fennell Bay project. In this Capstone course, students were provided access to the economic feasibility of the site and tasked to develop a business case and masterplan based on their economic (micro and macro), financial and social research.

The best student proposals were shortlisted and presented to a Landcom panel of experts comprised of development and Executive General Management representatives. Representatives from NSW Public Service Commission also attended to promote the NSW Government Graduate Program, reinforcing the opportunities for students to gain employment post their studies.

In the first semester of 2021, we engaged with 269 undergraduate and post-graduate students from the University of Sydney and Western Sydney University on our Macarthur Gardens North project. Students looked at the site from an urban design perspective, investigating urban solutions to challenges such as the COVID-19 pandemic and urban heat.

These student projects were also presented to a panel of Landcom representatives in early June 2021, with the best proposals awarded certificates of achievement from Landcom.

Image: Student CUTP participants from Western Sydney University

²⁵ Airds: 26% unemployment rate;; Claymore: 27% unemployment rate

Innovation Performance Results

Landcom’s Sustainable Places Strategy addresses *Innovation*. This focus area forms part of our Productive Places pillar and is a representation of our commitment to advancing innovation through our business, and to our communities.

FY21 Targets and Performance

In FY21 all targets for reporting against Innovation were in scope. Our results are presented below.

Indicator	Objective	Target	FY20 performance	FY21 performance	
Innovation	Research Investment	Measure and report annual investment in research and development.	\$150,000 cash \$373,499 in-kind	\$10,899 cash \$407,005 in-kind	
		All project teams engaged in the Landcom Roundtable ‘Community of Practice’ programs.	No Community of Practice meetings held ²⁶	7 project teams engaged in Communities of Practice	
		To pioneer new ideas and foster opportunities within our innovation economy.	Greenfield/regional: all new communities provide electric vehicle chargers to service a minimum 10% total dwellings (as either publicly accessible or private use). Urban Renewal/High Density: provide a minimum 10% parking yield, per parking lot, as EV Charge Station ‘turn-key’ ready at development completion.	100% in scope projects achieved	100% in scope projects achieved
		Key open spaces to provide free Wi-Fi access.	100% in scope projects achieved	100% in scope projects achieved	

²⁶ Our first Community of Practice meetings under the renewed Landcom Roundtable Agreement were due to be held in April 2020 however the impacts of COVID-19 on the university sector meant that we delayed the first meetings until July 2020 which fell outside of the reporting boundary.



Research Investment

In FY21 Landcom contributed \$417,904 total investment value into collaborative research led by participants of the Roundtable. This includes \$407,005 worth of estimated in-kind value contribution from Landcom employees based on research investment made at or before 30 June 2021. Many projects undertaken by the Roundtable include long term research outcomes, and as such may be included across multiple reporting years. This also influences the presentation of our cash contributions year on year, which may fluctuate due to certain projects receiving upfront funding upon their commencement.

In FY21 there were twelve ongoing research projects related to our operations. A summary is provided below.

Research Projects	Research Projects Completed
Sustainable Urban Food Production	Explores the relationship between local food ecologies and urban redevelopment.
Creating the City We Want	Investigates barriers to housing diversity in NSW with consideration to diverse family structures, cultural groups and aging.
Healthier Higher Density Living	Generates new knowledge and tools to address gaps in understanding the way health evidence can be applied to the planning of higher density urban precincts.
From Suburban to Urban	Reviews open space definitions, typologies and uses by public to better inform local and state policies and practices in the provisioning and delivery of open spaces.
Phytoremediation for Contamination of Contaminated Land	Demonstrates how phytoremediation can be used to rehabilitate and restore balance to contaminated soil.
Designing Bio-Shelters	Applies cutting-edge modelling techniques more usually applied to architectural problems to design artificial habitats for native biodiversity in heavily urbanised estuaries.
New Generation Workspace and Precinct Activation	Assesses how workspaces can be integrated into new developments and within planning regulations. It also includes architecture and design studio projects which will experiment with different spatial configurations, typologies and concepts for the zone.
Strategies for Planning Safe and Secure Public Domain	Examines how counter-terrorism protective security can be integrated into design and development processes for crowded public places in Australia.
Valuing Creating Placemaking	Evaluates creative placemaking activities and links to social and economic value. Assesses the direct or associated financial value for developers.
Community Engagement 4.0	Demonstrates public sector innovation through the use of Urban Pinboard as a community engagement tool. Uses 3D modelling to assist in explaining planning concepts to the public.
Predictive Housing Price Model	Develops a framework and tool to more accurately forecast long term (8 to 10 years) real estate prices in the Sydney residential property market.
Collaborative Robotics	Investigates how collaborative robotics can help address the shortage of skilled labour to meet NSW housing goals.

In FY21 we published the Cooling the Commons research project report. [Other reports published](#) in previous years include:

- The Connected City Data Hub
- Implications of Connected and Automated Vehicles for the Bays Precinct
- Revitalising Urban Heritage through Adaptive Re-use
- Power Plants: Phytoremediation of Contaminated Land
- Affordable Build to Rent.

Emerging Technologies

In FY21 Landcom had two projects in scope for our targets related to the provision of electric vehicle (EV) rapid charge stations or shared charging points. This target applies to new Landcom communities and includes the SMNW Places precincts Tallawong South and Hills Showground (Doran Drive) which were sold to the private sector with conditions of sale to deliver against these targets. The Macarthur Gardens North, Edmondson Park and Schofields projects will be included in this target when the superlots and builder lots are put to market.

During the reporting period we sold four of our six fleet vehicles. We will continue to evaluate our travel needs as we transition back from working from home and assess the need to equip our fleet with electric vehicles on this basis.

Equitable Access to Information

There were three projects in scope for this target during the reporting period. SMNW Places precincts of Tallawong South and Showground (Doran Drive) were sold to the private sector and included conditions of sale, to deliver on this target. Macarthur Gardens North committed to public Wi-Fi through its Green Star certification process. The new Schofields project that became active during the reporting period falls outside the scope of this target, as it does not have sufficiently large community open spaces to warrant or draw demand for public Wi-Fi.



Indicative artist impression, subject to change and planning approvals

Fostering Resilience through Collaboration

Landcom has also engaged with the industry and local government around two new research initiatives supporting community resilience. Landcom partnered with Campbelltown City Council and were awarded a Local Government NSW (LGNSW) Research and Innovation Grant in December 2020. Our successful joint pitch is for the project 'Creating a Spark - Energy Sharing Communities'.

This project investigates how councils, developers and energy providers can work together to deliver energy sharing schemes in NSW communities and improve the communities' energy resilience. The outcome of the project will be a blueprint for councils on how to encourage energy sharing schemes in NSW through their development controls.

Landcom's Macarthur Gardens North project has been selected as a potential pilot site to implement the blueprint and an energy sharing scheme.

Landcom is also partnering with Campbelltown City Council and Lake Macquarie City Council to install smart sensors at Macarthur Gardens North and Fennell Bay. The goal is to monitor air temperature and quality pre and post-development. The installation of smart sensors will allow Landcom to measure our impact at a site through the development process, and subsequently allow us to develop strategies to reduce or mitigate this impact.

These projects were selected as they are currently pre-development and located in Local Government Areas with existing smart city programs. The data collected onsite will be absorbed by Councils' existing monitoring portals, and made available to Landcom.

Image: Macarthur Gardens North Station Precinct



Accountable & Collaborative Places

Skip to:

- > [Accountable & Collaborative Places Overview](#)
- > [Accountability Performance Results](#)
- > [Human Rights Performance Results](#)



Leadership Goal

Objective

Drive accountability and performance along our value chain

Relevant Sustainable Development Goals



Image: “Patterns of Place” by Robyn Caughlin. Bungarribee Community Resource Hub.

Accountable & Collaborative Places Overview

Landcom’s Accountable & Collaborative Places pillar is focused on a leadership goal to ‘drive accountability and performance along our value chain’. This leadership goal was developed to reflect Landcom’s commitment to robust governance collaboration within our organisation and supply chain.

Accountability means creating a system with a level playing field in which decisions are made for the betterment and benefit of all stakeholders. Performance means seeking ever greater improvements in efficiency and outcomes. Our value chain refers to all organisations that we deal with in operations. By championing better ways to approach business we seek to lead the industry in trust, transparency, governance and efficient outcomes.

Landcom addresses accountability and collaboration through the following focus areas:

- Accountability
- Human Rights

Each of these focus areas includes a suite of priorities or actions to measure our success. While this pillar includes individual priorities for achievement, it also has a broad governance reach across Landcom’s entire Sustainable Places Strategy.

Management Approach

Accountability

Landcom is committed to supporting international agreements, protocols and targets to ensure our planet and communities thrive into the future.

Urban development and the property sector make a material contribution to global emissions, the quality of life experienced by citizens and the resilience of our built and natural environments.

Therefore, Landcom believes it is critical to align with, and report our contribution towards the United Nations Global Compact, Sustainable Development Goals, Resilient Sydney Strategic Directions and COP21 Paris Agreement. We also voluntarily report against the Task Force on Climate-related Financial Disclosures, and we are a reporting entity under the Commonwealth Modern Slavery Act 2018.

Framework	Our Response
United Nations Global Compact (UNGC)	In February 2019 Landcom became a Participant of the United Nations Global Compact. We report our Communication on Progress annually.
Sustainable Development Goals	Our Sustainable Places Strategy was directly informed by the Sustainable Development Goals (SDGs). We report our contribution to the SDGs annually. See APPENDIX D: Sustainable Development Goals Alignment (p.70) .
Paris Agreement COP21	Our environmental leadership goal is to ‘enable carbon neutral outcomes at communities by 2028’. See Urban Heat Island Reduction (p.16) and Greenhouse Gas Emissions Reduction (p.19) .
GRESB	Landcom voluntarily participates in the GRESB Real Estate Assessment, which evaluates the environmental, social and governance performance of real assets. See GRESB (p.56) .
Climate Active Carbon Neutral Certification	Landcom is a Climate Active certified Carbon Neutral Organisation. See Case Study: Carbon Neutral Organisation certification (p. 18) .
Task Force on Climate-related Financial Disclosures	Landcom discloses its approach to managing climate change risks in accordance with the Task Force on Climate-related Financial Disclosures. See APPENDIX B: Task Force for Climate-related Financial Disclosures (p. 64) .



Framework	Our Response
NSW Government Resource Efficiency Policy	We report our overall sustainability performance against the NSW Government Resource Efficiency Policy (GREP), which guides our approach to energy, water and waste efficiency in our corporate operations. See NSW Government Resource Efficiency Policy (GREP) (p. 57) .
Human Rights	Landcom operates entirely within NSW, and as such benefits from high standards of governance and legislation Australia adopts regarding human rights. We are a Participant to the United Nations Global Compact (UNGC) and support the ten principles on human rights, labour, environment, and anti-corruption. Landcom also has a public Human Rights Statement . See Human Rights (p. 54) .
Commonwealth Modern Slavery Act 2018	Landcom is a reporting entity under the Act and provides our Board approved public statement within this report. See APPENDIX B: Modern Slavery Statement (p. 62) .

Human Rights

Landcom's public [Human Rights Statement](#) affirms our commitment to human rights and acting to ensure our operations uphold and protect the rights of every person in our value chain.

Our approach to Human Rights is informed by international best practice initiatives, including the United Nations Guiding Principles, United Nations Global Compact to which Landcom is a signatory, and the Commonwealth Modern Slavery Act 2018 - Guidance for Reporting Entities.

We believe that human rights is of growing importance to our staff and teams, stakeholders, suppliers and sub-contractors, industry peers and civil society groups, as well as our customers and communities. The business case and moral motivation for upholding human rights across our operations and supply chain are clear. Our key focus areas for human rights include:

- demonstrating global standards of liveability, resilience, inclusion and affordability across our operations and communities
- encouraging diversity and inclusion in the workplace, via our Diversity & Inclusion Action Plan
- respecting and acknowledging First Nations by considering the heritage and history of land in and around our developments, and collaborating with indigenous communities for meaningful outcomes

- addressing modern slavery through our supply chain, and in accordance with the Commonwealth Modern Slavery Act 2018.

As a broader part of Landcom's commitment, in 2019 we became the first Government Land Organisation to be accepted as a signatory to the Ten Principles of the United Nations Global Compact (UNGC). Our annual Communications on Progress is published by the UNGC each year²⁷. Landcom continues to remain a committed signatory, focused on advancing our contribution to fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption.

Landcom also leverages its internal policies and frameworks to guide our approach, including our Diversity & Inclusion Policy and Action Plan, Employee Wellness Program, and Modern Slavery Management Plan.

From FY22 we will update our Management Approach to include our Reconciliation Action Plan, which we started to develop during the reporting year. For Landcom's progress to date see Case Study: [Developing a Reconciliation Action Plan \(p. 60\)](#).

Our approach to Human Rights is informed by international best practice initiatives, including the United Nations Guiding Principles, United Nations Global Compact.

²⁷ Landcom's Communications on Progress for 2020 at <https://www.unglobalcompact.org/what-is-gc/participants/135114-Landcom>

Accountability Performance Results

Landcom’s Sustainable Places Strategy addresses *Accountability*. This focus area forms part of our Accountable & Collaborative Places pillar and is a representation of our commitment to robust governance and performance, both within our own organisation and in our supply chain.

Our Annual and Sustainability reporting continues to be an important part of how we transparently share our organisational performance with our stakeholders.

Sustainable Development Goals

Landcom reports our alignment and contribution to achieving the Sustainable Development Goals (SDGs). Landcom’s Sustainable Places Strategy is aligned to all of the SDGs. Each year we will continue to track our progress against meeting the SDGs and their respective targets relevant to Landcom and our operations.



To see our full alignment against the SDGs, and our targets and actions in FY21 to address them, refer to [APPENDIX D: Sustainable Development Goals Alignment \(p. 70\)](#).

GRESB

In FY21 Landcom participated in the GRESB Real Estate Assessment. This was our fifth year participating in GRESB.

Landcom achieved a score of 92/100, and maintained our Green Star rating and 5 Star entity status.

Overall, Landcom ranked within the top 11% of global residential developer participants, and exceeds the GRESB and Peer Group average performance.

The following table summarises our results and benchmarking.



NSW Government Resource Efficiency Policy (GREP)

Throughout the reporting period Landcom continued to voluntarily adopt the NSW Government Resource Efficiency Policy (GREP). The GREP helps the NSW Government to set an example in addressing the challenge of rising resource costs, and reducing impacts on our economy, environment and community.

The GREP guides Landcom's approach to energy, water and waste efficiency in our corporate operations, and helps us align with the State Government's sustainability goals²⁸. Key activities in the reporting year²⁹ related to the GREP include:

- a total of 2.9 tCO₂-e Scope 1 emissions were recorded for the reporting year. Sources were sales offices (gas) and Landcom's fleet vehicles (fuel combustion). Landcom had no biogenic emissions
- Landcom had no Scope 2 emissions, as the 136,988kWh of electricity used to power our office was 100% Green Power
- based on the total of 158.8 full time equivalent staff members (FTE), Landcom's energy intensity is 863kWh/FTE
- we maintained our 6 Star NABERS Energy Rating for our Parramatta Office.

During the reporting period Landcom was certified as a carbon neutral organisation under the Climate Active Carbon Neutral Standard. The Climate Active Carbon Neutral Standard (the Standard) is Australia's government managed offset scheme for certifying organisations, products and services, and events.

Historically, Landcom has not set a baseline year for our Scope 1 or Scope 2 emissions as we have consistently purchased green power or offset all our emissions within operational control, however as part of our Climate Active carbon neutral certification we were required to do so – as such our baseline is calendar year 2019.

We adopt the National Greenhouse and Energy Reporting (NGER) Scheme global warming potential account factors. We use the tool CCAP Integrated to capture and synthesise our data, which also follows the NGER Scheme protocols.

2.9 tCO₂-e Scope 1 emissions were recorded for the reporting year

100% Green Power

6 Star NABERS Energy Rating for our Parramatta Office

²⁸ As outlined in NSW 2021: A plan to Make NSW Number One, which aims to drive resource efficiency by NSW Government agencies in three main areas – energy, water and waste – and also reduce harmful air emissions from government operations.

²⁹ In FY21 we have shifted our GREP reporting to align with our Climate Active certifications, and as such the data presented represents calendar year 2020. This approach will be adopted moving forward.

Human Rights Performance Results

Modern Slavery

The Federal Modern Slavery Act commenced on 1 January 2019. The Act requires entities with an annual revenue of \$100 million or more based or operating in Australia to prepare annual statements on potential modern slavery risks in their operations and supply chains and disclose the steps they have taken in addressing those risks. As of FY20, Landcom is a reporting entity under this Act. Landcom's Modern Slavery Statement is presented at [APPENDIX C: Modern Slavery Statement \(p.66\)](#).

In FY20 Landcom adopted a Modern Slavery Management Plan to guide the way our organisation identifies, mitigates and remediates the risks of modern slavery within our operations and supply chain.

During the reporting period modern slavery training was launched to all staff, delivered in partnership with the Supply Chain Sustainability School.

Landcom also continued its membership of the Property Council Modern Slavery Working Group throughout the reporting period. The group is represented by risk, sustainability and procurement experts. In 2019 the cohort formed a consortium to design and deliver the 'Supplier Platform'.

The Platform provides a consistent approach to engagement on modern slavery across the industry's shared supply chain, and leverages the consortium's collective influence to mitigate or remediate instances of modern slavery. Suppliers complete a single questionnaire that is accessible through an online dashboard to the consortium members for whom they work, or wish to work. The Platform also provides capacity building links and resources to suppliers, and is intended to encourage and track continuous improvement, enabling consortium members to collect and evaluate data, or monitor skills gaps and supply chain advances.

In FY21 Landcom adopted a supplier pre-qualification requirement for contracts with a value over \$150,000, and all new Landcom Panel appointees, to complete the Platform questionnaire. During the year we renewed our Civil and Landscape Works panels, and tested our new pre-qualification requirements. We're pleased to report that all new panel members (31) and suppliers with new contracts issued³⁰ over \$150,000 completed the modern slavery questionnaire, providing Landcom a deeper understanding of the inherent risks within our immediate supply chain.

The questionnaire results confirmed the majority of participating suppliers included the following risk profile attributes, making their operations or supply chain susceptible to modern slavery:

- very high proportion of sub-contractors
- high volume of labour hire
- little or no oversight of suppliers' sub-contractors or third-parties
- products and materials sourced from overseas, with little or no oversight of their production.

These findings are consistent with where the property and construction industry is likely to encounter modern slavery. Low skilled, manual, low-waged work is an area where workers are more likely to be subjected to forced labour, and where the risk of harm to people may increase. These workers may be poorly educated, lack decent work options and be more likely to be migrants from high-risk countries. This is relevant to both operations in Australia, and the overseas supply chain.

In response to this, Landcom has updated our existing integrated management system, typically used for work, health and safety or environmental notifications. We have leveraged this to include a modern slavery option, which automatically alerts key Landcom staff when an incident is lodged.

As the property and construction industry is also characterised by long and complex supply chains, stretching across many countries, we have also adopted new contract clauses for all works or engagements requiring our principle contractors or consultants to notify Landcom of any suspected or confirmed incidents of modern slavery, and to collaborate with us in any investigation or remedy.

We're committed to driving accountability and performance along our supply chain. This means proactively engaging with our suppliers, particularly those we partner with to deliver our projects. As part of our management approach Landcom is a member of the Australian Supply Chain Sustainability School.

Launched in Australia in 2015, the School works to develop the sustainability skills and knowledge of those working in complex property and construction supply chains. Through self-assessment tools and free resources, it helps organisations of all sizes address issues such as modern slavery, sustainable procurement and materials innovation.

In FY22 Landcom will continue to deliver against its Modern Slavery Management Plan, including the development of a remediation approach.

³⁰ Commenced from mid-March 2021.

Diversity & Inclusion

Landcom has continued to promote diversity and inclusion (D&I) across our business throughout FY21.

Our D&I Policy outlines our commitment to providing a workplace culture that embraces equity, diversity and inclusion at all levels of our organisation enabling staff to thrive and do their best work.

Throughout FY21 we continued to monitor the progress of Landcom's D&I Action Plan, which focuses on the following key goals:

- create an environment that values diversity & inclusion
- increase attraction, retention, and development of staff from diverse backgrounds, initially prioritising women, Aboriginal and Torres Strait Islanders, culturally and linguistically diverse people, people with disability, generational diversity and LGBTQIA+
- reduce bias and embed diverse and inclusive practices into how we work.

As part of the Action Plan, and to help enable the above goals, Landcom has adopted a suite of D&I measures and metrics, benchmarked against several Australian datasets. Our FY21 results are presented in Landcom's Annual Report.



Our Diversity & Inclusion Policy outlines our commitment to providing a workplace culture that embraces equity, diversity and inclusion at all levels of our organisation enabling staff to thrive and do their best work.



Accessible to all staff, LifeStreet offers usual assistance services to employees and immediate family members, and has resources and tools for staff to use in their lives more broadly.

Workplace Health & Wellbeing

Landcom recognises that managing work, relationships, caring responsibilities, finances and other life needs can be challenging at times for us all. To support our staff, in FY19 Landcom introduced LifeStreet – a new Employee Assistance Program focused on wellbeing and an individuals' life as a whole.

Accessible to all staff, LifeStreet offers usual assistance services to employees and immediate family members, and has resources and tools for staff to use in their lives more broadly.

Digitally based, users can access their own LifeStreet profile via a secure login, and use self-assessment tools to help direct them to the appropriate resources on their platform. Topics span health and wellness, family and relationships, work and career, psychological and emotional wellbeing, carers needs, financial management and planning and purpose and contribution. Users can also be connected to coaches or medical professionals – such as sleep psychologists if that is an area of personal wellbeing improvement a user may need support with.

In FY21 Landcom responded to the impacts of COVID-19 by encouraging higher engagement with LifeStreet, and making health and wellbeing classes available to staff online.

Further detail of our FY21 activities are presented in our Annual Report.



Developing a Reconciliation Action Plan

In FY21 we engaged Murawin Indigenous Consultants to guide Landcom through the process of creating a Reconciliation Action Plan. We kickstarted the process with an all-staff presentation from Murawin during 2020 NAIDOC Week, which focused on the positive impact collaboration can drive in aligning indigenous perspectives with built environment outcomes.

As we work towards creating our Reflect Reconciliation Action Plan, collaboration has remained central to our approach. Throughout the year we have held a series of staff workshops that emphasise learning the Five Dimensions of Reconciliation. This foundational approach will ensure our staff can meaningfully contribute to setting purposeful priorities and actions for our first Reconciliation Action Plan.

Raising cultural awareness for our people is also a central component of our process, which is why Murawin are holding monthly Yarning Circles for Landcom staff. Hosted online, each month touches on a different topic such as Connecting to Country, Healing and Restoration, and Regenerative Design – all within the context of collaboration and engagement with Indigenous stakeholders.

Image: Murawin Consulting facilitating Landcom staff workshops

Landcom's overarching objective is to develop a Reconciliation Action Plan that is authentic, insightful, and aligns with our aim to deliver more affordable and sustainable communities. The process of developing our Reconciliation Action Plan is as important as the final plan itself. We are looking forward to the ongoing positive staff engagement and guidance from Murawin.

We hope to see the priorities and actions Landcom adopt within our Reflect Reconciliation Action Plan delivered in the communities we create.

Landcom's overarching objective is to develop a Reconciliation Action Plan that is authentic, insightful, and aligns with our aim to deliver affordable and sustainable communities.

APPENDIX A: Assurance Statement

Independent Assurance Statement to the Board and Management of Landcom



Our conclusions

In line with the scope of our independent assurance engagement, including the Criteria and methodology described below, we conclude that based on our:

- 'limited' assurance procedures under ASAE 3000, nothing has come to our attention that causes us to believe that selected performance data and disclosures included in Landcom's Sustainability Report for the year ended 30 June 2021, have not been prepared and presented fairly, in all material aspects, in accordance with the Criteria defined below.
- 'moderate level' of assurance procedures under AA1000AS v3, nothing has come to our attention that causes us to believe that Landcom has not adhered to the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact when reporting its sustainability performance.

Scope

We, Point Advisory Pty Ltd ('Point Advisory'), performed independent assurance over selected performance data and statements presented in Landcom's Annual Report and Sustainability Report ('the Report') for the year ended 30 June 2021.

Criteria

We have used the following criteria against which to evaluate the content of the Report:

- The AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact
- The Global Reporting Initiative's Sustainability Reporting Standards (GRI Standards)
- The Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) Recommendations
- The Australian Modern Slavery Act 2018 (Modern Slavery Act) Reporting Requirement
- Landcom's own reporting criteria¹ as set out in the Report, and relevant policies and procedures to evaluate the selected data.

Respective responsibilities

Landcom management is responsible for the preparation and presentation of the information within the Report. Landcom management is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report, so that it is free from material misstatement. Landcom management is also responsible for setting targets and for the development of appropriate internal controls to monitor performance.

Point Advisory's responsibility, in accordance with Landcom management's instructions, is to carry out a limited assurance engagement under the Australian Auditing and Assurance Standards Board's Assurance Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ASAE 3000') on selected performance data and disclosures in the Report and a Type 2 'moderate level' of assurance over the Report in accordance with AccountAbility's AA1000AS Assurance Standard ('AA1000 v3'). We do not accept or assume any responsibility for any other purpose or to any other person or organisation. Other stakeholders should do their own due diligence before taking any action from this statement.

Our independence and competencies

We are not aware of any issues that could impair our independence or objectivity for this assurance engagement. Point Advisory's independence policy and supporting measures apply to management and professional staff. This policy also prohibits any financial interests in our clients that would or might be seen to impair independence.

Led by a Lead Certified Sustainability Assurance Practitioner (CSAP), our assurance team has qualifications and experience in applying the ASAE 3000, AA1000AS v3, GRI Standards, TCFD and Modern Slavery Act relevant for this assurance engagement.

Our methodology

Our assurance engagement was planned and performed in accordance with ASAE 3000 and AA1000AS v3. The procedures we performed were based on our professional judgement and included the steps outlined below:

- Interviewed functional managers and performed a desktop review of Landcom's policies, including the Strategic Directions, Sustainable Places Strategy, and other key internal documents, as well as web-based information, to understand Landcom's material topics, how they are managed and what progress was made during the reporting period and test the processes in place for adherence to the AA1000 AccountAbility Principles.
- Reviewed the coverage of material topics within the Report against the key topics raised in media reports, peer reports, management interviews and key internal documents.
- Interviewed data owners of selected data sets to understand how they collected, calculated and aggregated data from projects as well as what assumptions or estimations were made.
- Sought and reviewed supporting information or explanations for selected data, statements and claims within the Report regarding Landcom's operational and sustainability performance.
- Checked whether operational and sustainability data in the Report had been calculated and aggregated accurately, was consistent with Landcom's internal records, and according to managements explanations and disclosures.

¹ Including Landcom's principal objectives and function under the *Landcom Corporation Act 2001* and with reference to operations disclosure requirements under section 24A of the *State Owned Corporations Act 1989* and the *Annual Reports (Statutory Bodies) Act 1984*.



- Reviewed and assessed how Landcom has responded to sustainability-specific reporting regimes including its: reported alignment with the requirements of the GRI Standards; provision of climate-related information in line with the TCFD; and adherence to the reporting requirement of the Modern Slavery Act.
- Assessed the presentation of information relevant to the selected performance data and statements in the Report to ensure consistency with the assurance findings and observations.

The limitations of our review

Our evidence gathering procedures were designed to obtain a ‘limited level’ of assurance (as set out in ASAE 3000) on which to base our conclusions. The extent of evidence gathering procedures performed is less than that of a reasonable assurance engagement (such as a financial audit) and therefore a lower level of assurance is provided. Further to this, we did not visit project sites or interview project teams.

Our detailed conclusions and observations

Our detailed observations and areas for improvement will be raised in a report to Landcom management.

Completeness and accuracy of performance information

We have reviewed information or explanations for selected data and statements on Landcom’s operational and sustainability activities presented in the Report and we are not aware of any misstatements in the assertions made.

Evaluating adherence to AA1000 AccountAbility Principles

Our detailed conclusions regarding Landcom’s adherence to the AA1000 AccountAbility Principles and selected observations are provided below, and do not affect our conclusions on the Report set out earlier in this statement.

AA1000 AccountAbility Principles	Conclusions and Observations
<p>Inclusivity</p> <p>Has Landcom included stakeholders, allowing people to have a say in decisions that impact them?</p>	<p>We are not aware of any key stakeholder groups which have been excluded from engagement nor any matters that would lead us to conclude that Landcom has not applied the inclusivity principle in managing its approach to sustainability.</p> <p>Landcom understands the benefits of engaging with its stakeholders, with both its Strategic Directions and Sustainable Places Strategy reflecting stakeholder engagement-related performance objectives. Landcom’s Join In Framework guides its approach to stakeholder engagement and all new projects need to conform to it. Despite the impacts of COVID-19, Landcom maintained its stakeholder feedback channels and identified new ways to engage with its communities. Landcom recently rolled out its Healthy & Inclusive Places Survey and new partnership programs which supported community health, equity, and inclusion.</p>
<p>Materiality</p> <p>Has Landcom identified and been clear about the sustainability topics that matter?</p>	<p>We are not aware of any material topics in our review which have been excluded from the Report, and nothing has come to our attention that causes us to believe that the principle of materiality has not been applied when identifying topics.</p> <p>Landcom conducted a materiality assessment in 2019 to identify and define the topics that were material to its operations and stakeholders. Based on our review, these topics remain valid. Each of the identified topics are relevant to one or more of the four categories of its Sustainable Places Strategy and aspects of its Strategic Directions. The topics are considered at Board level and inform the review of internal policies. The topics have shaped its disclosures against the GRI Standards topic disclosure requirements across the Report. Landcom has developed or formalised respective management approaches to those matters where required, and this is also evident in the disclosures made in the Report.</p>
<p>Responsiveness</p> <p>Has Landcom acted transparently on material sustainability topics and their related impacts?</p>	<p>We are not aware of any key actions or initiatives responding to material topics which have been excluded from the Report nor any matters that would lead us to conclude that Landcom has not applied the responsiveness principle in its approaches.</p> <p>Landcom’s Strategic Directions and Sustainable Places Strategy remain in place and continue to demonstrate a comprehensive response to stakeholder perspectives and material topics. Their collective goals in relation to accountability, collaboration, partnership, and leadership reflect Landcom’s principal objectives and their role in the property industry and among government agency peers. Landcom also investigates issues raised through various reporting channels and takes remedial measures as deemed appropriate. During this reporting period, Landcom updated its existing integrated management system (available to staff and contractors), used for work, health and safety, and environmental notifications, to include a modern slavery option.</p>
<p>Impact</p> <p>Has Landcom monitored, measured, and held itself to account for how its actions affect broader ecosystems and society?</p>	<p>We are not aware of any key impacts that Landcom has not sought to monitor, measure, and nothing has come to our attention that causes us to conclude that Landcom management has not sought to be accountable for its impacts in the Report.</p> <p>Landcom has established processes to measure, evaluate and manage its impacts related to material topics. Landcom’s Sustainable Places Strategy incorporates targets and, each year, its performance against its targets is disclosed in the Sustainability Report. This impact focus is evident at the policy level, such as the Housing Affordability and Diversity Policy and its commitment to enable enduring jobs. It is also evident in how Landcom directs its efforts to continually learn new ways to drive impact, such as its Research Priorities aligned to the Landcom Strategic Directions and reduce the environmental and social impacts of its operations. During the reporting period Landcom announced that it became certified carbon neutral under the Climate Active Carbon Neutral Standard and commenced the process of adopting a Reconciliation Action Plan.</p>



Review of sustainability-specific reporting regimes

We have reviewed Landcom's:

- reported alignment with the **GRI Standards**, and we are not aware of any misstatements in the assertions made.
- climate-related financial disclosures in line with the **TCFD**, and we are not aware of any misapplication of its Recommendations.
- statement in line with the **Modern Slavery Act**, and we are not aware of any non-adherence to the Reporting Requirement.

Use of our assurance statement

We do not accept any responsibility for any reliance on this assurance statement to any person(s) or organisation(s) other than the Board and management of Landcom. Other stakeholders should do their own due diligence before taking any action as a result of this statement.

The assurance statement provides no assurance on the maintenance and integrity of sustainability information on Landcom's website, including controls used to maintain this. These matters are the responsibility of Landcom.

On behalf of the assurance team.

Alan Dayeh

Managing Principal, NSW
Lead CSAP (AccountAbility UK)
Point Advisory, Sydney
14 October 2021



AA1000
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000-266/V3-FS8TA

APPENDIX B: Task Force for Climate-Related Financial Disclosures




Landcom recognises the systemic threat posed by climate change and the need for urgent mitigating action. In 2018 Landcom launched its Sustainable Places Strategy, directly aligned to the Sustainable Development Goals, Paris Agreement and 100 Resilient Cities Strategy for Sydney.

Our Strategy includes a commitment to enabling carbon neutral, water positive, zero waste and net positive ecological outcomes at our new communities by 2028.

While we continue to deliver on these commitments at our assets, Landcom is also taking steps to bolster our overall approach to mitigating the risks of climate change to our organisation. In FY20 Landcom adopted the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and began progressively working towards full alignment. We are aligning with the TCFDs as it is leading practice, and our disclosures are presented with consideration to the interests of our stakeholders.

We recognise that there will always be space for continuous improvement and maturity when responding to climate change risks and opportunities.

	Where we are today	Future priorities
Governance	<p>Board oversight</p> <p>Executive General Manager Communications & Policy provides quarterly updates on climate-related issues to the Board</p> <p>Climate-risks accompany all new project acquisition or development approval proposals requiring Board approval</p> <p>Board considers climate-related issues and performance as part of risk and corporate strategy and operational planning</p> <p>Board approves annual Sustainability and Annual Reports with relevant climate-related disclosure</p> <p>Audit & Risk Management Committee are updated on climate risks twice annually</p> <p>Management's role</p> <p>Director Sustainability & Learning oversees assessment and management of climate-related issues, and reports to Executive General Manager Communications & Policy</p> <p>Executive General Manager Communications & Policy provides monthly updates on climate-related issues to the Executive Committee</p> <p>Executive Committee oversees implementation of Climate Risk Management Plan</p> <p>Executive Committee, Director Audit & Risk and Director Sustainability & Learning monitor climate-related risks via Landcom's Strategic and Operational Risk registers</p> <p>Management endorses for Board approval Landcom's Sustainability and Annual Reports, with climate-related management approach and performance disclosures</p> <p>Members of the Executive Committee, Director of Sustainability & Learning and all Sustainability staff have Key Performance Indicators related to climate risk and resilience</p>	<p>Continue to deliver on our Climate Risk Management Plan</p> <p>Continue all existing governance protocols</p>

	Where we are today	Future priorities	
Strategy	<p>Sustainable Places Strategy addresses project-based climate issues, including adaptation and resilience management, and transitioning our approach towards carbon neutral communities by 2028</p> <p>Landcom’s Climate Risk Management Plan guides business approach to FY22</p> <p>Integration of climate-related issues into Landcom’s Strategic Plan FY22-FY24</p> <p>Integration of climate-related issues in Landcom’s Communications & Policy FY22 Divisional Plan</p> <p>All new projects (and prospective acquisitions) assessed for climate-related physical, social and interdependent risks against several timescales and scenarios, typically being 2030 (RCP4.5), 2070 (RCP 8.5) and 2090 (RCP 8.5)</p> <p>Roundtable Research Priorities includes a focus on funding proposals that advance resilience</p> <p>Certification as a Carbon Neutral Organisation, under the Climate Active Carbon Neutral Standard</p> <p>Identified our material climate-related transition risks for financial scenario analysis</p>	<p>Finalise financial scenarios in line with TCFD recommendations to inform future business priorities</p> <p>Develop a transition risks and management business case for the organisation with key recommendations for adoption</p> <p>Develop a carbon positive roadmap for Landcom’s project portfolio</p>	
Risk Management	<p>Climate-related risks identified and integrated into Landcom’s Strategic and Operational Risk registers</p> <p>Climate-related risks incorporated into future corporate strategic planning</p> <p>Climate-related risks integrated into Risk Appetite Statement</p> <p>Roundtable Research Priorities includes a focus on funding proposals that advance resilience</p> <p>All new projects (and prospective acquisitions) assessed for climate-related physical, social and interdependent risks are accompanied by recommended adaptation, mitigation or management actions</p> <p>Consistent risks being identified across our project portfolio disclosed in Sustainability Report (refer to Climate Change Risk and Community Resilience)</p> <p>Community resilience plans developed for all new projects</p> <p>Integrated identified climate-related risks into project business plans</p>	<p>Advance understanding and disclosures of response to climate-related transition risks</p> <p>Advance understanding and disclosures of climate-related financial impacts to the organisation</p>	
	Where we are today		
Metrics & Targets	<p>Sustainable Places Strategy incorporates a suite of targets to address resilience and carbon reduction across Landcom’s project portfolio, and performance is reported annually in the Sustainability Report (see Climate & Resilience Performance Results (p.10)).</p>		
	 <p>All new projects to undertake a Climate Resilience Assessment</p>	 <p>All new projects to prepare and implement an effective Climate Adaptation and Community Resilience Plan</p>	 <p>All new projects modelled to reduce Green House Gas emissions by 50%</p>

APPENDIX C: Modern Slavery Statement

The following disclosures are made in accordance with the Commonwealth Modern Slavery Act 2018.

Landcom meets the threshold for a reporting entity, as outlined in the Act. This Statement has been approved by the Landcom Board, and signed by John Brogden Chief Executive Officer.

Landcom chooses to include its required Statement as a component of our annual Sustainability Report, which also provides comprehensive details on our approach to Human Rights.

This Modern Slavery Statement is third party assured against the requirements and criteria set out in the Act.

Content in this Statement is set out to provide an overview of Landcom’s approach and response to the Mandatory Criteria outlined in the Act. For further detail on Landcom’s approach Modern Slavery, including our commitment to continuous improvement, refer to our FY21 Sustainability Report [Accountable & Collaborative Places Overview \(p.52\)](#).

Links to Global Reporting Index, United Nations Global Compact or other related content within the body of the FY21 Sustainability Report are also provided, in order to give the reader access to relevant or complementary detailed content in respect to Landcom’s management of Human Rights and Modern Slavery.

John Brogden AM
CEO, Landcom

Mandatory Criteria	Landcom Response
Criteria 1: Identify the reporting entity.	This Statement covers Landcom as the reporting entity.
Criteria 2: Describe the structure, operations and supply chains of the reporting entity.	<p>Structure</p> <p>Landcom is a NSW Government State Owned Corporation, created by the Landcom Corporation Act 2001.</p> <p>Landcom sits within the NSW Department of Planning & Environment cluster, however is not part of a larger corporate group of entities, and does not control or own any other entities.</p> <p>Landcom annual disclosures regarding Ownership and Legal Form is presented in our FY21 Sustainability Report APPENDIX F: GRI Content Index, disclosure 102-05 (p.80).</p> <p>Landcom’s annual disclosures regarding Information on Employees and Other Workers is presented in our FY21 Sustainability Report APPENDIX F: GRI Content Index, disclosure 102-08, (p.80).</p>

Mandatory Criteria**Landcom Response****Criteria 2: Describe the structure, operations and supply chains of the reporting entity.****Operations**

Landcom is the NSW government's property development organisation. Landcom's leadership intent is to create more affordable and sustainable communities.

We act as a master developer, developer and builder where appropriate to achieve outcomes for our stakeholders. This includes partnerships with the NSW Government departments and external commercial entities to maximise our impact for the benefit of NSW communities.

As a masterplan developer we use a variety of structures to deliver projects. The key types of project structures that we use are:

- Owner/Master Developer
- Project Delivery Agreement (PDA)
- Reverse Project Delivery Agreement (RPDA)
- Joint Ventures (JV)

For further information on these types of structures, and a map of our current projects refer to [FY21 Sustainability Report Reporting Boundaries p.6](#). Other operations that complement, however may not be specific to a particular development project, includes research and development investment via Landcom's Roundtable (refer to [Research Investment p.50](#)).

Landcom does not have any formal charitable interactions.

Supply Chains**Products provided by suppliers**

Products provided to Landcom are predominantly corporate in nature, such as office furniture and supplies, and basic kitchen amenities such as tea and coffee for staff.

Services provided by suppliers

Landcom's main supply chain consists of services provided by suppliers that enable master development and building projects. This can be split into two generalised categories of:

- Corporate services: includes but is not limited to legal and specialist consultant services related to the planning and development of land.
- Project development services: includes but is not limited to services at project development sites such as principal contracting, civil and landscape services.

Products and services used by indirect suppliers in supply chains

Indirect products and services related to Landcom's operations include but are not limited to related corporate services (e.g. specialist consultants and their labour force), project development sub-consultant services provided to principal contractors, and raw or manufactured materials and machinery that enable development works to occur.

Landcom's annual disclosures regarding Supply Chain, including our Management Approach and Performance Targets is presented in our FY21 Sustainability Report at [p.53](#), or refer to our [GRI disclosure 102-08 at p.80](#).

Mandatory Criteria	Landcom Response
<p>Criteria 3: Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity.</p>	<p>The property and construction industry has extensive supply chains that can extend to multiple, international tiers. By undertaking a Human Rights and Modern Slavery Saliency Assessment, Landcom has initially identified supply chain forced labour and materials sourcing as the dominant areas of risk to modern slavery.</p> <p>In FY21 we have tested these risk areas further, by onboarding a number of civil and landscape suppliers to the Property Council Supplier Platform, of which we are a founding member. The platform allows Landcom to collect key data points relevant to modern slavery risks from our suppliers, via a questionnaire that must be updated annually. From these insights, labour in particular is coming to the fore as a key risk area, with high volumes of sub-contractors used throughout our supply chain.</p> <p>Landcom staff are employed under an award or senior management contract. Our day-to-day work is predominantly office based. Services such as planning and design, or construction, is undertaken as identified in our supply chain disclosures.</p> <p>Landcom's two office tenancies are leased in reputable commercial property owned by developers that are also reporting entities under this Act.</p> <p>Landcom has also adopted a Modern Slavery Management Plan, which guides our approach to continuous improvement in identifying, managing and remediating the impacts of modern slavery.</p>

Mandatory Criteria	Landcom Response					
<p>Criteria 4: Describe the actions taken by the reporting entity to assess and address those risks, including due diligence and remediation processes; and</p> <p>Criteria 5: Describe how the reporting entity assesses the effectiveness of such actions.</p>	<p>A range of actions have already been undertaken, or are planned, as part of our commitment to continuous improvement.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #1a3d4d; color: white;">Where we are today</th> <th style="background-color: #1a3d4d; color: white;">Assessing effectiveness</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> Adopted a Human Rights Statement that is publicly available on Landcom's website. Embedded modern slavery clauses into our contracts, tailored to level of risk and supplier sophistication. Continued as a founding consortium member for the Property Council of Australia Supplier Platform, designed to engage multitiered supply chains and assess for risks of modern slavery. Adopted supplier pre-qualification requirements to complete the Property Council of Australia Supplier Platform modern slavery questionnaire for all new suppliers appointed to our Civil Works and Landscape panels, and all contracts over \$150,000. Implemented a modern slavery automated notification protocol, available to staff and Landcom contractors. Continued regular internal working group meetings to inform and recommend business approach. Continued to deliver against our Modern Slavery Management Plan (adopted in FY20) to guide action, including identification, management and remediation approach. Launched modern slavery training to all Landcom staff. </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> Engaged independent expert to continue providing guidance for continuous improvement. Modern Slavery Management Plan scheduled for review on internal audit plan. Reviewed disclosures made by Landcom suppliers engaged via the Supplier Platform and validated inherent risk to modern slavery compared to Human Rights Saliency Assessment. Monitored the rate of response to supply chain engagement via the Supplier Platform (refer to Human Rights Performance Results p.58). </td> </tr> </tbody> </table>		Where we are today	Assessing effectiveness	<ul style="list-style-type: none"> Adopted a Human Rights Statement that is publicly available on Landcom's website. Embedded modern slavery clauses into our contracts, tailored to level of risk and supplier sophistication. Continued as a founding consortium member for the Property Council of Australia Supplier Platform, designed to engage multitiered supply chains and assess for risks of modern slavery. Adopted supplier pre-qualification requirements to complete the Property Council of Australia Supplier Platform modern slavery questionnaire for all new suppliers appointed to our Civil Works and Landscape panels, and all contracts over \$150,000. Implemented a modern slavery automated notification protocol, available to staff and Landcom contractors. Continued regular internal working group meetings to inform and recommend business approach. Continued to deliver against our Modern Slavery Management Plan (adopted in FY20) to guide action, including identification, management and remediation approach. Launched modern slavery training to all Landcom staff. 	<ul style="list-style-type: none"> Engaged independent expert to continue providing guidance for continuous improvement. Modern Slavery Management Plan scheduled for review on internal audit plan. Reviewed disclosures made by Landcom suppliers engaged via the Supplier Platform and validated inherent risk to modern slavery compared to Human Rights Saliency Assessment. Monitored the rate of response to supply chain engagement via the Supplier Platform (refer to Human Rights Performance Results p.58).
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Mandatory Criteria	Landcom Response
<p>Criteria 4: Describe the actions taken by the reporting entity to assess and address those risks, including due diligence and remediation processes; and</p> <p>Criteria 5: Describe how the reporting entity assesses the effectiveness of such actions.</p>	<p>Future priorities</p> <ul style="list-style-type: none"> • Continue to deliver on our Modern Slavery Management Plan. • Build on our notification protocols to reach a broader audience of sub-contractors, and develop an appropriate remediation approach. • Continue engagement with tier one high risk suppliers to understand their level of modern slavery risk and management maturity collaborate with tier one suppliers to increase transparency of their own supply chains (Landcom’s tier 2 and beyond supply chain). • Progressively expand our engagement and collaboration to medium and low risk suppliers. • Improve existing modern slavery disclosures and requirements from entities that purchase Landcom projects to support a comprehensive risk and reputation management approach (noted this is beyond the scope of the Act). <p>Landcom’s annual disclosures regarding Modern Slavery, including further detail on our Management Approach, supply chain engagement, and continuous improvement are presented in our FY21 Sustainability Report at Accountable & Collaborative Places Overview p. 53, and APPENDIX F: GRI Content Index, disclosures 408 – 412 and UN Global Compact Principles 1-5 (p.89).</p>
<p>Criteria 6: Describe the process of consultation with any entities the reporting entity owns or controls.</p>	<p>This criterion does not apply to Landcom, as the organisation has no additional owned or controlled entities. We continue to engage within our organisation, industry and our supply chain as disclosed.</p>
<p>Criteria 7: Include any other information that the reporting entity considers relevant.</p>	<p>Landcom continues to proactively manage the risks of modern slavery within our operations and supply chain. We are committed members of the United Nations Global Compact, report our contribution to the Sustainable Development Goals, and addressing Human Rights and Modern Slavery has been part of our Sustainable Places Strategy since 2017.</p> <p>Throughout FY21 our commitment to continuous improvement regarding modern slavery did not experience any material impacts from COVID-19.</p> <p>Landcom’s annual disclosures regarding Modern Slavery, including further detail on our Management Approach, supply chain engagement, and continuous improvement is presented in our FY21 Sustainability Report p. 53.</p> <p>Landcom’s contribution to the Sustainable Development Goals, including those related to Human Rights, is presented within our FY21 Sustainability Report at APPENDIX D: Sustainable Development Goals Alignment (p.70).</p> <p>Landcom’s United Nations Global Compact ‘Communication on Progress’ disclosures are presented within our FY21 Sustainability Report at APPENDIX F: GRI Content Index (p.80).</p>

APPENDIX D: Sustainable Development Goals Alignment



Landcom is committed to supporting international agreements, protocols and targets to help ensure our planet and communities thrive into the future. As part of this commitment we report our contribution to the United Nations Sustainable Development Goals (SDGs).³¹

In summary, our Climate Resilience Places pillar supports SDGs 1, 2, 6, 7, 9, 11, 12, 13, 14 and 15.

Our Healthy & Inclusive Places pillar supports SDGs 1, 2, 3, 4, 10, 11, 16 and 17.

Our Productive Places pillar supports SDGs 4, 8, 9, and 10.

Our Accountable & Collaborative pillar supports SDGs 5, 8, 10, 16 and 17.

Sustainable Development Goals & Targets	Landcom Response
 <p>Goal 1: End poverty in all its forms everywhere</p> <p>Target: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p>	<p>Landcom supports the ending of poverty through our mandate to provide Affordable Housing. We expand on this to ensure housing diversity and accessibility are addressed, for equity.</p> <p>Healthy & Inclusive Places Targets</p> <ul style="list-style-type: none"> Deliver 5-10% Affordable Housing across the Landcom portfolio Deliver 10-15% diverse housing across our portfolio 20% of medium to high density dwellings within all new projects are achieve Liveable Housing Australia Silver Certification (or equivalent) <p>Landcom further supports all community members, including the vulnerable, to increase their resilience to climate-related extremes and other shocks or stresses through our commitments to building resilience.</p> <p>Climate Resilient Places Targets</p> <p>All projects to prepare and implement an effective Climate Change Adaptation Plan; and Community Resilience Plan.</p>
 <p>Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> <p>Target: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p>	<p>Landcom is seeking ensure access to nutritious food by mandating the adoption of independent rating tools - such as Green Star Communities. Within these tools, we will aim to achieve all credits related to 'access to fresh food'.</p> <p>Climate Resilient Places Targets</p> <p>All projects will adopt the use industry recognised rating tools at a masterplan and built form scale, achieving not less than 'Australian Best Practice' equivalent.</p>

³¹ United Nations Sustainable Development Goals (2018) <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

Sustainable Development Goals & Targets

Landcom Response



Goal 3: Ensure healthy lives and promote wellbeing for all at all ages

Target: By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing

Landcom is committed to ensuring our communities are mentally and physically well. We address this through the design of our communities, and activities or programs we offer throughout the year. We then measure our ongoing success through direct engagement with the people living in our communities.

Healthy & Inclusive Places Target

All projects provide design, programs or events that encourage active, social and healthy eating lifestyles, achieve 90% resident reported health and wellbeing

All new projects are designed and delivered to achieve 90% resident satisfaction with public, active and sustainable transport options to key amenities, services, public transport and employment

Activities

FY21 Landcom Community Development programs related to health, offered at various projects.

These included free fitness classes for adults through our partnership with Live Life Get Active, and Mind Masters mental resilience school engagement programs with National Theatre for Children. In response to COVID we also ran seasonal online or COVID-19 safe community events.



Goal 4: Ensure inclusive and quality education for all and promote lifelong learning

Target: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

Landcom believes that equitable access to education and opportunities is an important part of delivering our communities. We address this through our targets and programs/activities offered at our projects.

Healthy & Inclusive Places Targets

Projects to engage and foster education, learning or employment outcomes via activities or initiatives, based on identified needs of the local and regional community.

Activities

Landcom launched our new partnership with National Theatre for Children, which focused on in class education on mental health via performance and student engagement. A range of educational programs are available to Landcom for future years.

We also launched our new Mind Masters program, which supports school students with mental resilience training and tools.

Productive Places Targets

Projects to engage and foster education, learning or employment outcomes via activities or initiatives, based on identified needs of the local and regional community

Activities

FY21 Landcom Skills Exchange was offered at Hillcroft in Claymore, and Newbrook in Airds communities to support at risk secondary school students, and long term unemployed people, to engage in meaningful learning, skills development and/or employment.

Sustainable Development Goals & Targets

Landcom Response



Goal 5: Achieve gender equality and empower all women and girls

Target: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life

Landcom is committed to diversity and inclusion, including the engagement of women and girls.

Accountable & Collaborative Places

Landcom is committed to providing a workplace culture that embraces equity, diversity and inclusion at all levels of our organisation enabling staff to thrive and do their best work.

Activities

FY21 Landcom continued to deliver against its Diversity & Inclusion Policy and Action Plan and provided Women in Leadership training to a new cohort of participants. This built upon a successful program in FY20.



Goal 6: Ensure access to water and sanitation for all

Target: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity

Landcom recognises that water scarcity and drought is an increasing issue for Australia. We're committed to enhancing the efficiency, reducing the unnecessary use of potable water, and ensuring water quality is not negatively impacted by our activities or the communities we build.

Climate Resilient Places Targets

Achieve water positive communities by 2028

All projects modelled to reduce mains potable water demand by 50% at the precinct scale against a 2016 reference case

BASIX 60 water target for all new dwellings within our development control

Water Sensitive Urban Design strategy for all projects, pollutant discharge loads not to exceed Nitrogen 45, Phosphorus 65, Suspended Solids 85, Gross Pollutants 90



Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

Target: By 2030, increase substantially the share of renewable energy in the global energy mix

Australia is privileged to have reliable energy sources, therefore Landcom's focus is on enhancing efficiency, improving cost of living, and increasing the use of renewables.

Climate Resilient Places Targets

5% of predicted energy demand supplied from onsite renewable energy, where site constraints permit

All new projects modelled to reduce Green House Gas (GHG) emissions at a precinct scale (transport & stationary) by 50% against 2016 reference case (CCAP PRECINX modelling)

Activities

Landcom's Sustainability Rebate for home owners continued to be rolled out to Macarthur Heights in FY21, with the first claims for the rebate made by residents.

Sustainable Development Goals & Targets

Landcom Response



Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

Target: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

Landcom aims to support the Greater Sydney Commission objective to achieve a 30 minute city. We're focused on ensuring land use diversity across our projects to promote jobs close to homes.

We are also committed to identify any risks of modern slavery or human rights infringements within our operations or supply chain, and take action.

Productive Places Targets

Enable 30,000 enduring jobs by 2036

Activities

FY21 Landcom Skills Exchange was offered at Hillcroft in Claymore, and Newbrook in Airds communities to support at risk secondary school students, and long term unemployed people, to engage in meaningful learning, skills development and/or employment.

Accountable & Collaborative Priorities

Landcom's Human Rights Statement is publicly available and addresses our expectations and approach to upholding and managing human rights

Activities

In FY19 Landcom became a Participant to the United Nations Global Compact, committing to embed the 10 Principles in our operations.

In FY20 we advanced our approach to Modern Slavery, with a focus on specific risks related to labour hire through our supply chain.

In FY21 we adopted a Human Rights Statement that is publicly available and made substantial progress against our Modern Slavery Management Plan dealing specifically with labour and material risks within our supply chain.



Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation

Target: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

Landcom is committed to delivering and enabling resilient infrastructure and communities. We address this through our Climate Resilient Places targets, such as mandating resilience risk assessments and adaptation plans, adopting independent rating tools and pushing for highly efficient buildings.

Climate Resilient Places Targets

All projects will adopt the use of industry recognized rating tools at a masterplan and built form scale, achieving not less than 'Australian Best Practice' equivalent.

Above standard NABERS and BASIX building ratings

All projects to prepare and implement an effective Climate Change Adaptation Plan; and Community Resilience Plan

Productive Places Targets

All new greenfield or regional communities provide electric vehicle chargers to service a minimum 10% total dwellings as either publicly accessible or for private use.

All new urban renewal or high density communities provide a minimum 10% parking yield, per parking lot, as electric vehicle charge station 'turn-key' ready at development completion.

All key open spaces to have free wifi.

Sustainable Development Goals & Targets**Landcom Response**

Goal 10: Reduce inequality within and among countries

Target: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

We are focused on ensuring equity and inclusion across the communities we are delivering, which is why we measure satisfaction with quality of life from our residents through our Healthy & Inclusive Places Survey. This information helps us identify areas to improve the social and economic inclusion of all members in our communities.

Healthy & Inclusive Places Target

Achieve 90% resident satisfaction with quality of life, as measured by the Personal Wellbeing Index

Healthy & Inclusive Places Priority

Identify opportunities to positively impact diversity, inclusion and accessibility

Landcom offers Community Development programs for a broad range of interests and needs, offered at various projects.

Our Healthy & Inclusive Places survey also measures satisfaction with quality of life and seeks to understand any underlying inequalities within our communities so that we may address these either through design, engagement or our community development offerings.

Productive Places Targets

Measure and report annual investment in research and development supporting our strategy principles of fostering a sustainable environment, driving social equity, enabling an innovative economy and advancing responsible governance.

Projects to engage and foster education, learning or employment outcomes, based on identified needs of the local and regional community.

Activities

Engaged over 12,200 students across our Skills Exchange, research and excursion programs.

Accountable & Collaborative Places

FY19 Landcom adopted its Diversity & Inclusion Policy, and established a staff led - Diversity & Inclusion working group. In FY21 we continued to deliver against the Policy and Diversity & Inclusion Action Plan.

Sustainable Development Goals & Targets

Landcom Response



Goal 11: Make cities inclusive, safe, resilient and sustainable

Target: By 2030, ensure access for all to adequate, safe and affordable housing and basic services

Target: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

Landcom's objective is to deliver affordable and sustainable communities. We do this through our commitments to sustainability, housing affordability and diversity, and the provision of parks and open spaces throughout our communities – that are safe and equitable.

Healthy & Inclusive Places Targets

Deliver 5-10% Affordable Housing across the Landcom portfolio

Deliver 10-15% diverse housing across our portfolio

20% of medium to high density dwellings within all new projects are achieve Liveable Housing Australia Silver Certification (or equivalent)

Achieve a culture of safety throughout our organisation and on all Landcom projects, striving to achieve 90% overall community safety score at our projects

Activities

Held staff education and training on the universal design via our People Portal.

Climate Resilient Places Targets

20-50% of the total project site area, in plan view, is comprised of building or landscape elements that reduce the impact of urban heat island effect



Goal 12: Ensure sustainable consumption and production patterns

Target: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

Landcom has maintained a waste diversion from landfill target for many years. We continue to see our most material contribution to the Sustainable Development Goal as ensuring unnecessary construction waste does not end up in landfill, but is recycled or reused.

Climate Resilient Places Targets

All new projects divert minimum 95% construction waste from landfill (excluding contamination or hazardous materials)

100% timber used in construction is FSC certified (or equivalent)



Goal 13: Take urgent action to combat climate change and its impacts

Target: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

Landcom developed the Sustainable Places Strategy with the Sustainable Development Goals and Paris Agreement at front of mind. Our entire Strategy is focused on combating climate change and its impacts, and building community resilience to climate induced shocks and stresses.

Climate Resilient Places Targets

All targets found in this pillar of Landcom's Sustainable Places Strategy



Goal 14: Conserve and sustainably use the oceans, seas and marine resources

Target: By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution

Climate Resilient Places Targets

Water Sensitive Urban Design strategy for all projects, pollutant discharge loads not to exceed Nitrogen 45, Phosphorus 65, Suspended Solids 85, Gross Pollutants 90

Sustainable Development Goals & Targets	Landcom Response
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Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

Target: Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species

One of Landcom’s leadership goals is to ensure net positive ecological outcomes across our portfolio. We address this through the conservation or enhancement of biodiversity and ecological communities at our projects, and encouraging responsible materials sourcing in our supply chain.

Climate Resilient Places

All new projects enhance the local habitat, biodiversity or ecological communities, compared to the site conditions pre-development

100% timber used in construction is FSC certified (or equivalent)

Activities

Continued our partnership with the Sustainability Supply Chain School.



Goal 16: Promote just, peaceful and inclusive societies

Target: Ensure responsive, inclusive, participatory and representative decision-making at all levels

Landcom seeks to advance inclusion and participation within and across communities through our Community Development programs, by sourcing data through our Healthy & Inclusive Places Survey, and between staff within our organisation.

Healthy & Inclusive Places Targets

Achieve 90% resident reported community cohesion across all new projects, by fostering the integration of community networks and facilities

Healthy & Inclusive Places Priorities

Identify opportunities to positively impact diversity, inclusion and accessibility

Accountable & Collaborative Places Priority

In FY19 Landcom became a Participant to the United Nations Global Compact, committing to embed the 10 Principles in our operations. We also completed a Human Rights Salience Assessment, prioritising our three human rights focus areas for FY20, and launched our Human Rights Statement in FY21.



Goal 17: Revitalise the global partnership for sustainable development

Target: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Landcom is committed to promoting effective public, public-private and civil society partnerships and engagement. Our main framework to support this is our Join-In Framework, aligned with the IAP2, and dedicated to meaningful engagement.

Healthy & Inclusive Places Targets

All new projects to conform to the community engagement policy, Join-In Framework, aligned to industry best practice for stakeholder engagement practice

Accountable & Collaborative Places Priority

Work with industry to upskill our supply chain on sustainability issues (e.g. through partnership with Supply Chain Sustainability School), for example Modern Slavery training for all Landcom staff.

We also partner with the Property Council of Australia for the Modern Slavery Supplier Platform, to engage our supply chain regarding modern slavery risks.

APPENDIX E: Stakeholders

APPENDIX E: Summary of Stakeholder Issues Stakeholders	Consultation method	Issues
State MPs	Presentations and briefings Site visits and tours	Understanding community priorities Addressing concerns Project timeframes Program milestones
Federal Members of Parliament and agencies, including: Department of Environment, Department of Foreign Affairs and Trade	Telephone and emails Site visits and tours Presentations and briefings	Understanding community priorities Addressing concerns Environment Protection and Biodiversity Conservation conditions Management of Military Heritage Precinct
State agencies, including: Department of Premier and Cabinet Greater Sydney Commission NSW Treasury Department of Planning, Industry and Environment Office of Environment and Heritage Transport for NSW Roads and Maritime Services Heritage Council Office of Strategic Lands Hunter and Central Coast Development Corporation Trade and Investment Office of the Government Architect Department of Education Property NSW Infrastructure NSW TAFE NSW Utilities	Meetings and briefings Workshops Telephone, video-conference and emails Seminars Ongoing project liaison including through Multi-Agency Steering Groups, Program Advisory Boards, Program Control Groups and working groups Industry forums Site tours and meetings CEOs Reference Group	Whole of government coordination of investment decisions and delivery Development of plans for precinct Sustainability Strategy development and adoptions Collaboration in accordance with agreed frameworks Access to buildings/land Leases and engagement with tenants Repurposing of heritage buildings Coordinate transport management and infrastructure Specific discussion of projects, components and progress against milestones and objectives Voluntary Planning Agreement and modifications to existing approvals Regional Park embellishment and use Provide service crossings to service land Title production



APPENDIX E: Summary of Stakeholder Issues Stakeholders	Consultation method	Issues
Councillors and local government staff	Meetings, briefings and presentations Telephone, emails and letters Workshops Ongoing project liaison including through Project Coordination, Reference and working groups Asset inspections	Ongoing consultation with Council Coordination with Council projects Statutory planning approvals, including: Development Control Plans, Town centre Development Applications and Voluntary Planning Agreements Coordinate transport management and infrastructure Management of community impacts, placemaking and community development issues Resolve design and delivery issues Negotiate subdivision Council asset handovers Development commencement, progress, access, road closures, street name changes Land acquisition and asset handovers
Local community, community groups and organisations and land owners	Meetings and presentations Telephone and emails Ongoing project liaison including through Community Advisory Panels Reference Groups Website, social media and newsletter updates Attendance at Community Group Meetings Ongoing liaison through Reference Groups	Development of plans for precinct Impacts on local infrastructure and properties Opportunities for community input into studies Provision of active recreational facilities Adaptive reuse to secure long term management and ownership
Industry groups and businesses	Presentations/talks at industry events such as business breakfasts, conferences, briefings Advertising Media releases Presentations to industry groups and conferences Presentations at events Meetings and briefings Workshops On site meetings and tours Telephone, emails and letters	Development of plans for precinct Interest in development and other opportunities Impacts on lease arrangements and planning certainty Commercial outcomes Servicing schedule and progress Maintain working relationships Negotiating access for works

APPENDIX E: Summary of Stakeholder Issues Stakeholders	Consultation method	Issues
Department of Education, Catholic Schools NSW, Schools and Universities	University collaborations Telephone, emails and letters Surveys Fieldwork programs Liaison with school principal Ongoing project liaison including through Project Control Group meetings Meetings with academics Lectures, presentations and tours as part of course	Research investments Development of plans for precinct Access to teaching materials and project information Facilitating schools precincts Maximising shared use of school buildings Shared use of open space Design, heritage and other aspects of existing spaces Access to buildings/land
Indigenous groups, Aboriginal Land Councils	Aboriginal Cultural Heritage Liaison Committee meetings Meetings, briefings and presentations Telephone, emails and letters	Coordinate pre-construction activities Design of Aboriginal cultural heritage areas Other indigenous matters Ongoing consultation and collaboration opportunities
Media - TV news, radio and newspaper	Interviews Social media updates Media releases	Development and progress of plans for projects and precinct Opportunity to explain balanced outcomes at projects Opportunity to balance coverage and correct the record on projects

APPENDIX F: GRI Content Index

GRI 102: General Disclosures 2016		Location or comment
102-01	Name of the organisation	About This Report FY21 Annual Report, Our Organisation
102-02	Activities, brands, products and services	
102-03	Location of headquarters	Reporting Boundaries
102-04	Location of operations	
102-05	Ownership and legal form	FY21 Annual Report, Our Organisation
102-06	Market served	FY21 Annual Report, Our Principal Objectives and Function
102-07	Scale of organisation	FY21 Annual Report, Our Performance - People, FY21 Economic and Financial Highlights, Chair's Review, Major Projects
102-08	Information on employees and other workers	FY21 Annual Report, Our Performance - People
102-09	Supply chain	Accountable & Collaborative Places Overview Human Rights Performance Results
102-10	Significant changes to the organisation and its supply chain	In FY21 Landcom had no significant changes to the organisation size, structure, ownership or supply chain.
102-11	Precautionary principle or approach	Approach to Environmental Management
	Principle 7	
102-12	External initiatives	FY21 Annual Report, Chairs Review Accountable & Collaborative Places Overview Accountability Performance Results
102-13	Membership of associations	Landcom's main industry memberships include Green Building Council of Australia, Property Council of Australia, Master Builders Association, Urban Taskforce Australia, Urban Development Institute of Australia, Corporate Club of Australia, and Committee for Economic Development of Australia.
102-14	Statement from senior decision-maker	Message from the CEO

GRI 102: General Disclosures 2016		Location or comment
102-15	Key impacts, risks, and opportunities	FY21 Annual Report, Chairs Review, Chief Executive Officers Review, Shaping our Year Ahead APPENDIX B: Task Force on Climate-related Financial Disclosures APPENDIX E: Stakeholders
102-16	Values, principles, standards and norms of behaviour	Landcom's Code of Conduct Translation services are available on request
102-17	Mechanisms for advice and concerns about ethics	Landcom's Code of Conduct
102-18	Governance structure	FY21 Annual Report, Governance Structure
102-19	Delegating authority	FY21 Annual Report, Governance Structure APPENDIX B: Task Force on Climate-related Financial Disclosures
102-20	Executive-level responsibility for economic, environmental and social topics	APPENDIX B: Task Force on Climate-related Financial Disclosures
102-21	Consulting stakeholders on economic, environmental and social topics	Consultation on sustainability targets is required as part of the Landcom Corporations Act 2001 . See how we consulted here .
102-22	Composition of highest governance body and its committees	FY21 Annual Report, Corporate Governance, Our Governance Structure Note: As a State Owned Corporation Landcom has Minister Shareholders, not cross-shareholding or controlling shareholders.
102-23	Chair of highest governance body	Landcom's Code of Conduct
102-24	Nominating and selecting the highest governance body	
102-25	Conflicts of interest	
102-26	Role of highest governance body in setting purpose, values and strategy	
102-27	Collective knowledge of highest governance body	
102-28	Evaluating highest governance body's performance	
102-29	Identifying and managing economic, environmental and social impacts	Landcom Corporations Act 2001 APPENDIX B: Task Force on Climate-related Financial Disclosures



GRI 102: General Disclosures 2016		Location or comment
102-30	Effectiveness of risk management process	FY21 Annual Report, Corporate Governance, Risk Management Landcom Corporations Act 2001 APPENDIX B: Task Force on Climate-related Financial Disclosures
102-31	Review of economic, environmental and social topics	Landcom's Board meet monthly, and Audit & Risk Management Committee meet every second month.
102-32	Highest governance body's role in sustainability reporting	Landcom's Board reviews and approves the annual Sustainability Report.
102-33	Communicating critical concerns	The Board is provided risk updates on a monthly basis. During the reporting period there were no risks of critical concern.
102-34	Nature and total number of critical concerns	
102-35	Remuneration policies	FY21 Annual Report, Executive Positions, Summary of Significant Accounting Policies The majority of Landcom staff are employed in accordance with the Landcom Award 2019, which sets compensation for full time and part time employees. Landcom does not pay bonuses in any form.
102-36	Process for determining remuneration	
102-37	Stakeholder's involvement in remuneration	
102-38	Annual total compensation ratio	
102-39	Percentage increase in annual total compensation ratio	
102-40	List of stakeholder groups	APPENDIX E: Stakeholders
102-41	Collective bargaining agreements	Landcom Award
102-42	Identifying and selecting stakeholders	Design through Engagement APPENDIX E: Stakeholders
102-43	Approach to stakeholder engagement	
102-44	Key topics and concerns raised	
102-45	Entities included in the consolidated financial statements	FY21 Annual Report, Financial Tables and Notes
102-46	Defining report content and topic boundaries	Reporting Boundaries
102-47	List of material topics	About This Report

Principle 3



GRI 102: General Disclosures 2016		Location or comment
102-48	Restatement of information	Any re-statements are indicated using footnotes in the report.
102-49	Changes in reporting	About This Report
102-50	Reporting period	
102-51	Data of most recent report	
102-52	Reporting cycle	
102-53	Contact point for questions regarding the report	Landcom website ' Contact Us '
102-54	Claims for reporting in accordance with the GRI	About This Report
102-55	GRI Content Index	APPENDIX F: GRI Content Index
102-56	External assurance	About This Report
GRI 103: Management approach 2016		Location or comment
103-1	Explanation of the material topic and its boundary	About This Report
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 201: Economic performance 2016		Location or comment
201-1	Direct economic value generated and distributed	FY21 Annual Report, Chair's Review, FY21 Economic and Financial Highlights, Financial Tables and Notes Note: all operations are within Australia
201-2	Financial implications and other risks and opportunities due to climate change	Climate Resilient Places Pillar Overview
Principle 8		
201-3	Defined benefit plan obligations and other retirement plans	FY21 Annual Report, Summary of Significant Accounting Policies
201-4	Financial assistance received from government	NA. Landcom is a State Owned Corporation.
GRI 203: Indirect economic impacts		Location or comment
203-1	Infrastructure investments and services supported	Refer to GRI 102-1 through GRI 102-7
203-2	Significant indirect economic impacts	Productive Places Overview Training & Employment Performance Results

**GRI 204: Procurement practices****Location or comment**

204-1	Proportion of spending on local suppliers	Landcom is a NSW State Owned Corporation, with all operations within NSW (local). Procurement of immediate goods and services is all local to Australia.
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GRI 205: Anti-corruption

Principle 10

Location or comment

205-1	Operations assessed for risks related to corruption	FY21 Annual Report, Managing a successful business FY21 Annual Report, Measuring employee experience and people performance
205-2	Communication and training about anti-corruption policies and procedures	
205-3	Confirmed incidents of corruption and actions taken	Nil

GRI 301: Materials 2016

Principle 8 & 9

Location or comment

301-1	Materials used by weight or volume	Climate Resilient Places Pillar Overview
301-2	Recycled input materials used	Waste & Materials Performance Results
301-3	Reclaimed products and their packaging materials	NA - Landcom's products are in the form of land and public infrastructure which is not supplied in physical packaging.

GRI 302: Energy

Principle 8 & 9

Location or comment

302-1	Energy consumption within the organisation	Climate Resilient Places Pillar Overview Energy & Emissions and Water
302-2	Energy consumption outside of the organisation	Energy & Emissions Performance Results NSW Government Resource Efficiency Policy (GREP)
302-3	Energy Intensity	Sustainability Rebate Case Study
302-4	Reduction of energy consumption	
302-5	Reduction in energy consumption of products and services	

**GRI 303: Water and effluents**

Principle 8 & 9

Location or comment

303-1	Interactions with water as a shared resource	Landcom has an indirect relationship with water. The greatest impact our developments will have is on the future use by those who live, work and do business in the community once we have delivered it. We do not directly withdraw, consume or discharge water. This is why our targets focus on designing communities that will have low consumption by users, with forecast runoff meeting low impact pollutant loads. See how we established all Sustainable Places Strategy targets here. Climate Resilient Places Pillar Overview Energy & Emissions and Water Water Performance Results
303-2	Management of water discharge-related impacts	
303-3	Water withdrawal	NA.
303-4	Water discharge	Landcom does not directly or materially withdraw or discharge water.
303-5	Water consumption	

GRI 304: Biodiversity 2016

Principle 8 & 9

Location or comment

304-1	Operational sites owned, leased, managed or adjacent to protected areas of high biodiversity value outside protected areas	Landcom activities taking place adjacent to protected or high biodiversity value are subject to legislative approvals. Climate Resilient Places Pillar Overview Climate & Resilience
304-2	Significant impacts of activities, products and services on biodiversity	
304-3	Habitats protected or restored	Climate & Resilience Performance Results Biodiversity
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	

GRI 305: Emissions 2016

Principle 8 & 9

Location or comment

305-1	Direct (Scope 1) GHG emissions	Landcom's most material Scope 3 emissions will come from the communities we create, once operational. We seek to reduce the future operational GHG emissions of these communities through the adoption of emissions reduction targets.
305-2	Energy indirect (Scope 2) GHG emissions	
305-3	Other indirect (Scope 3) GHG emissions	Climate Resilient Places Pillar Overview Greenhouse Gas Emissions Reduction NSW Government Resource Efficiency Policy (GREP)
305-4	GHG emissions intensity	NA. Landcom's Scope 1 and 2 GHG emissions are not material.
305-5	Reduction of GHG emissions	Climate Resilient Places Pillar Overview Greenhouse Gas Emissions Reduction
305-6	Emissions of ozone-depleting substances	NA. Landcom does not emit any material ozone-depleting substances in our activities or products, or have any material air quality emissions. For details on how we are approaching air quality see Climate Resilient Places Pillar Overview.
305-7	NOx, SOx and other significant air emissions	NA. Landcom does not emit any material ozone-depleting substances in our activities or products, or have any material air quality emissions. For details on how we are approaching air quality see Climate Resilient Places Pillar Overview.

GRI 306: Effluents and waste

Principle 8 & 9

Location or comment

306-1	Water discharge by quality and destination	Climate Resilient Places Pillar Overview Energy & Emissions and Water Water Performance Results
306-2	Waste by type and disposal method	Climate Resilient Places Pillar Overview Waste & Materials Waste & Materials Performance Results
306-3	Significant spills	There were no significant spills during the financial year.
306-4	Transport of hazardous waste	Climate Resilient Places Pillar Overview Waste & Materials Waste & Materials Performance Results
306-5	Water bodies affected by water discharges and/or runoff	Climate Resilient Places Pillar Overview Energy & Emissions and Water Water Performance Results

GRI 307 Environmental compliance
Location or comment

307-1	Non-compliance with environmental laws and regulations	Nil.
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GRI 308: Supplier environmental assessment		Location or comment
308-1	New suppliers that were screened using environmental criteria	All service providers are required to comply with Codes of Conduct that require suppliers to meet high standards in relation to issues such as anti-corruption, environmental protection and social impacts.
308-2	Negative environmental impacts in the supply chain and actions taken	<p>Landcom has supplier panels set up for our main activities, including:</p> <ul style="list-style-type: none"> • Builders (17 suppliers) • Civil works (21 suppliers) • Landscaping (10 suppliers) <p>These panels are identified as having the potential to generate negative environmental impacts via works that may be undertaken. As part of the panels' establishment, environmental and sustainability criteria was adopted for evaluation.</p> <p>These suppliers are required to prepare an environmental management plan, and to undertake independent audits against their plans when they undertake work for Landcom. During the reporting period we did not agree on any improvements with these suppliers or terminate any relationships as a result of assessments.</p>
GRI 401: Employment		Location or comment
401-1	New employee hires and employee turnover	GRI 102-8 FY21 Annual Report, Our Performance - People
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Landcom Award 2019
401-3	Parental leave	FY21 Annual Report, Our Performance - People
GRI 403: Occupational health safety		Location or comment
403-1	Occupational health and safety management system	FY21 Annual Report, Health, Safety & Environment, Risk Management
403-2	Hazard identification, risk assessment, and incident investigation	Workplace Health & Wellbeing Landcom works with an integrated Health Safety and Environment Framework aligned to international standards.
403-3	Occupational health services	FY21 Annual Report, Managing our projects
403-4	Worker participation, consultation, and communication on occupational health and safety	FY21 Annual Report, Health, Safety & Environment Landcom has agreed to consult with workers through a Work Health and Safety Consultative Committee.



GRI 403: Occupational health safety		Location or comment
403-5	Worker training on occupational health and safety	Landcom Code of Conduct Landcom Supplier Code of Conduct FY21 Annual Report, Health, Safety & Environment
403-6	Promotion of worker health	Accountable & Collaborative Places Overview
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Human Rights Performance Results Workplace Health & Wellbeing Landcom Code of Conduct
403-8	Workers covered by an occupational health and safety management system	Landcom Supplier Code of Conduct FY21 Annual Report - Health, Safety & Environment
403-9	Work-related injuries	
403-10	Work-related ill health	NA Work-related ill health is not material to Landcom operations.
GRI 404: Training and education		Location or comment
404-1	Average hours of training per year per employee	FY21 Annual Report, Measuring employee experience and people performance
404-2	Programs for upgrading employee skills and transition assistance programs	Workplace Health & Wellbeing FY21 Annual Report, Measuring employee experience and people performance
404-3	Percentage of employees receiving regular performance and career development reviews	100% of Landcom employees receive performance reviews and career development reviews annually.
GRI 405: Diversity and equal opportunity		Location or comment
Principle 6		
405-1	Diversity of governance bodies and employees	FY21 Annual Report, Appendix Corporate Governance FY21 Annual Report, Our Performance – People
405-2	Ratio of basic salary and remuneration of women to men	
GRI 406: Non-discrimination		Location or comment
406-1	Incidents of discrimination and corrective actions taken	Nil

**GRI 407: Freedom of association and collective bargaining****Location or comment**

407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Landcom Award 2019 Accountable & Collaborative Places Overview Human Rights
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GRI 408: Child labour

Principle 5

Location or comment

408-1	Operations and suppliers at significant risk for incidents of child labour	Accountable & Collaborative Places Overview Human Rights Performance Results APPENDIX C: Modern Slavery Statement
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GRI 409: Forced and compulsory labour

Principle 4

Location or comment

409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Accountable & Collaborative Places Overview Human Rights Performance Results
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GRI 411: Rights of indigenous peoples

Principle 1

Location or comment

411-1	Incidents of violations involving rights of indigenous peoples	Nil
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GRI 412: Human rights assessment

Principle 1 & 2

Location or comment

412-1	Operations that have been subject to human rights reviews or impact assessments	Accountable & Collaborative Places Overview Human Rights APPENDIX C: Modern Slavery Statement
412-2	Employee training on human rights policies and procedures	
412-3	Significant investment agreements and contracts that included human rights clauses or that underwent human rights screening	Accountable & Collaborative Places Overview Human Rights Performance Results APPENDIX C: Modern Slavery Statement

GRI 413: Local communities**Location or comment**

413-1	Operations with local community engagement, impact assessments, and development programs	Healthy & Inclusive Places Pillar Overview Health, Equity & Inclusion, Community Connection and Safety Performance Results
413-2	Operations with significant actual and potential negative impacts on local communities	



GRI 414-1: Supplier social assessment

Location or comment

414-1 New suppliers that were screened using social criteria

[Human Rights Performance Results](#)
[APPENDIX C: Modern Slavery Statement](#)

414-2 Negative social impacts in the supply chain and actions taken

All service providers are required to comply with Codes of Conduct that require suppliers to meet high standards in relation to issues such as anti-corruption, environmental protection and social impacts.

GRI 415: Public policy

Location or comment

Principle 10

415-1 Political contributions

As a government organisation Landcom is prohibited from making political contributions.

GRI 416: Customer health and safety

Location or comment

416-1 Assessment of the health and safety impacts of product and service categories

[Healthy & Inclusive Places Pillar Overview](#)
[Health, Equity & Inclusion, Community Connection, & Safety Performance Results](#)

416-2 Incidents of non-compliance concerning the health and safety impacts of products and services

FY21 Annual Report, Health, Safety & Environment

