



FY22 Sustainability Report



Message from the CEO



It is my great pleasure to introduce Landcom’s FY22 Sustainability Report. This year marks five years of us working towards the leadership goals and targets in our Sustainable Places Strategy. Having joined Landcom this year, I’m very proud of the sustainability outcomes that Landcom is achieving for communities, and excited about how we can stretch ourselves further.

This report demonstrates our continued commitment to the delivery of more affordable and sustainable communities for the people of NSW. Our FY22 results show we continue to make consistent and meaningful progress against our targets and are well-positioned to meet our 2028 leadership goals.

This year Landcom was once again recognised as a global sustainability leader placing within the top three most sustainable residential development organisations in Oceania in the 2022 GRESB Real Estate Assessment. This result puts Landcom in the top 9% of global development participants.

We continue to strive for international best practice sustainability outcomes on our projects, with six projects this year receiving or committing to 5 and 6 Star, Green Star Ratings.

We also continue our efforts to understand and address climate-related risks with a particular focus on our transition risks, in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations. To complement this, Landcom has once again been certified as a Carbon Neutral Organisation for operations, under the Climate Active Carbon Neutral Standard. Importantly we have also committed that from FY22 all communities where Landcom is the master developer will be delivered as all-electric, meaning no gas reticulation. We intend that our efforts in this space will help drive an orderly transition to a low carbon economy.

We continue to uphold our commitments to advancing the United Nations Sustainable Development Goals¹, and as a Participant to the United Nations Global Compact. This year we were also proud to achieve the significant milestone of launching our Reflect Reconciliation Action Plan (RAP).

Our commitment to enable collaboration and innovation across our communities continues, and this year we have launched a new approach to research, which will leverage partners from across government, industry, and academia to deliver innovative solutions for our projects and industry.

Sustainability and the creation of a resilient future are more important than ever before. At Landcom we are committed to playing our part by creating a legacy of sustainable places for future generations.

Alexander Wendler
Chief Executive Officer, Landcom

¹ For details on our alignment to the United Nations Sustainable Development Goals see [Appendix D. Image on Cover](#)

Top left - Edmondson Park
Bottom right - Bungarribee

Bottom left - Sydney Metro North West - Caring for Country by Maddison Gibbs | Cherrybrook Station, Sydney Metro Northwest Places

The First Five Years of our Sustainable Places Strategy

Landcom has been pushing ourselves and our industry to achieve more sustainable communities for 20 years.

With our Sustainable Places Strategy being formally adopted for FY18, this report marks the halfway point in the delivery of our 10-year Sustainable Places Strategy as we look towards our 2028 leadership goals. To mark this milestone this report includes highlights of what we have achieved in the last five years.

Over this time, the world has changed significantly. Locally and globally, we are witnessing the increasingly severe impacts of a changing climate, while the ongoing COVID-19 pandemic,

the rising cost of living and rapid changes to our everyday lives have placed unprecedented pressure on households. At the same time there is rapid innovation and growing momentum to deliver a climate positive future.

We are extremely proud of what we have achieved over the last five years. Alongside the achievements highlighted below, there are other areas where continued focus is required. Ongoing work is needed to improve our performance across our biodiversity and BASIX targets, and we are working to understand and improve some community outcomes.

As we look to the remaining five years of our Strategy there is a significant body of work remaining for Landcom and the wider property sector to do if

we are going to cut emissions and address climate change. We are particularly focused on identifying and implementing a pathway to achieve our leadership goal to enable carbon neutral, zero waste, water positive and net positive ecological outcomes by 2028. Increasing affordability challenges across NSW are inextricably linked to sustainable development and we are looking at innovative ways to increase the equity and inclusivity of our communities.

To ensure we are well-placed to achieve our 2028 goals and to reflect the changing market and environment in which we operate, in FY23 we will be reviewing our targets within the Sustainable Places Strategy and updating our approach as needed.

Our key achievements include:



100% achievement across our urban heat island reduction, water sensitive urban design, climate resilience assessments and enabling onsite renewable energy targets



Released 1,607 affordable homes (including 279 Affordable Rental Housing dwellings), 2,557 diverse dwellings and 1,528 homes with universal design



Engaged over 25,800 students across our Skills Exchange, education and research program and invested over \$2.8 million in research and development



Continued alignment with international frameworks and global best practice, including adopting the recommendations of the TCFDs, adopting a Human Rights Statement and launching our Reflect RAP

Our Sustainable Places Strategy

This year Landcom has again achieved the significant milestone of being certified as a Climate Active Carbon Neutral organisation for our operations and we launched our Reflect RAP.

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 that were in scope for FY22 achieved 100% across these 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 and we are pleased to see that a number of legacy projects and projects in scope for the target will achieve beyond BASIX compliance.



FY22 Highlights



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



Placed within the top three most sustainable residential development organisations in Oceania and in the top 9% globally in the 2022 GRESB Real Estate Assessment.



United Nations Global Compact Participant



Six projects received or committed to 5 and 6 Star Green Star Ratings



Introduced a new approach to how we do research focused on delivering outcomes-based research investments that are aligned to Landcom's Strategic Directions and address specific project needs



Launched our Reflect Reconciliation Action Plan



Launched our updated Housing Policy which includes more ambitious targets for the delivery of affordable, diverse, and accessible housing



Matured our approach to the responding to and disclosing climate risks, in particular how we identify, respond to and disclose climate-related transition risks in accordance with the Task Force on Climate-related Financial Disclosures



About This Report

Our Sustainability Report is an account of our sustainability performance during the 2022 reporting period (FY22), with independent 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 Initiative (GRI) Standards: Comprehensive option.

Reporting Requirements

The Landcom Corporation Act 2007 (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 GRI Standards. We have also mapped our material issues and Strategy targets to the United Nations 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 GRI's Global Sustainability Standards Board 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.



Landcom's material matters are outlined below.

Material matters	What this means for Landcom	Addressed within this 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 Modern Slavery Statement 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 FY22 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)




Type of project structure	Land ownership	Delivery method	Asset disposal
Owner/Master Developer	We own the land.	We are responsible for master planning 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.

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 FY22 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

-  Refers to projects that are in scope to be reported against for one or more of the targets under the a Sustainable Places Strategy Pillar.
-  Refers to where projects are out of scope for all of the targets under a Sustainable Places Strategy Pillar.
-  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 focus areas.
- N/A Our Accountable & Collaborative Places Pillar relates to Corporate activities and are not applicable at the project level.



Climate Resilient Places


























Healthy & Inclusive Places



Productive Places



Accountable & Collaborative Places

Division	Asset					Project overview
Corporate	Operations					Landcom maintains its head office tenancy at Parramatta.
Construction Unit	Dwellings and public buildings				N/A	Construction of social housing on behalf of Land and Housing Corporation at various sites, and the delivery of landscaping and community infrastructure at Edmondson Park and Thornton.
Greater Sydney	Edmondson Park (Stages 3, 5 and 9)				N/A	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. During the reporting period Landcom concluded the sale of a portion of development sites within Precinct 9 at Edmondson Park to Urban Property Group.
	Macarthur Heights				N/A	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				N/A	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 achieved a Green Star Communities rating.
	Airds (Newbrook)				N/A	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.

Division	Asset					Project overview
Greater Sydney	Claymore (Hillcroft)	L	Y	L	N/A	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.
	Sydney Metro North West Places	Y	Y	Y	N/A	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, Landcom and Sydney Metro announced the appointment of DASCO to develop the Epping site, and an Invitation To Tender was released for the commercial development site at Norwest.
	Schofields	Y	Y	Y	N/A	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.
	North Wilton	Y	Y	Y	N/A	Over the next 25 years Landcom is working to deliver an affordable, sustainable, and amenable neighbourhood in North Wilton. The project will deliver around 5,600 new homes including 10% affordable housing, 360ha of environmental conservation area and supporting social and transport infrastructure. During the reporting period, the Development Application for Stage 1 and the sub-arterial road were pending approval from Council, alongside a development application for a temporary sales office.
	Queenscliff (Northern Beaches)	Y	Y	N	N/A	Landcom and Link Wentworth will transform the former Queenscliff Community Health Centre into a new affordable and diverse housing development that will contribute to addressing housing need in the local area. During the reporting period, Landcom entered into a partnership with Link Wentworth to deliver the project.
	Austral	Y	Y	Y	N/A	Landcom and the Department of Planning and Environment are working together to deliver a new affordable, diverse and sustainable community for a 38-hectare site on Gurner Avenue in Austral. During the reporting period, Landcom lodged a Development Application for approximately 422 new homes, including at least 5% affordable housing.
	Wentworth Point	L	Y	L	N/A	Landcom and Transport for New South Wales are partnering to deliver 520 new homes at Wentworth Point, including at least 5% affordable housing. The project will include a new public park and will be a mixed-use development - integrating new housing and commercial space. During the reporting period, Landcom has commenced construction of the first stage of the new park.

Division	Asset					Project overview
Regional	Renwick (Southern Highlands)	L	Y	L	N/A	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)	Y	Y	Y	N/A	The site is a strategic development in the Lake Macquarie City Council Local Government Area. During the reporting period, Landcom submitted a planning proposal to Council for the rezoning to residential use of approximately 550-650 residential lots with a biodiversity conservation zone of approximately 192ha.
Completed Projects / Other	Green Square Town Centre	L	L	L	N/A	Complete. PDA with Mirvac to provide high density, inner urban living within the City of Sydney Local Government Area.
	Thornton	L	L	L	N/A	Complete. Originally a Department of Defence 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. During the reporting period rectification and maintenance works were undertaken for Thornton Canal.
	Bonnyrigg (Newleaf)	L	L	L	N/A	Complete. 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.
	Riverstone	N	N	N	N/A	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/A	Other. Owner/Master Developer of an inner urban high density community adjacent to the North Ryde train station. During the reporting period, Landcom successfully concluded the sale of the superlots consisting of stages 2 and 3 of the development to Landmark Group. A partnership has also been formed with Link Wentworth Housing to deliver 95 affordable housing dwellings.
	Oran Park	L	L	L	N/A	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:

Division	Asset	N	N	N	N/A	Project overview
Regional	Bulli	N	N	N	N/A	New project announced in FY22. Landcom has purchased the disused Bulli Hospital site from NSW Health. Subject to approvals, the site will deliver diverse, affordable, and sustainable housing including terraces, townhouses and a mix of single house lot sizes.
Regional	North Tuncurry	N	N	N	N/A	The project is a RPDA with NSW Crown Lands and will take a staged approach, being delivered over the next three decades to meet local housing needs. During the reporting period, Landcom submitted a planning proposal for a new low-medium density coastal community featuring approximately 2,100 dwellings centred around a newly reconfigured golf course, new open space areas, a neighbourhood supermarket and specialty stores.
Regional	Gosford TAFE Site	N	N	N	N/A	In December 2021, the NSW Government announced its proposal to investigate building a new state-of-the-art TAFE NSW campus in the heart of Gosford CBD as part of the Central Coast Education and Employment Precinct. A business case is being developed, including a vertical TAFE campus and surrounding redevelopment, including the delivery of housing targeting more affordable ownership and rental.



Climate Resilient Places

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



5 Year Results

Landcom has committed that all future communities where Landcom is the master developer will be delivered as all-electric.

100%

achievement across our urban heat island reduction, water-sensitive urban design, climate resilience assessments and enabling onsite renewable energy targets.

Progressively maturing our approach to climate change risk, including aligning to the Task Force on Climate-Related Disclosures, and preparing:

18 out of 18
climate resilience assessments.

17 out of 18
climate adaptation and community resilience plans.



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's² long term goal of keeping the increase in global average temperature well below 2°C, the United Nations Sustainable Development Goals³, and reducing the impact of shocks and stresses to communities and infrastructure as identified by Resilient Sydney⁴ (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 environments. 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:

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

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

² [What is the Paris Agreement? \(2018\)](#)

³ For Landcom's alignment to the Sustainable Development Goals see [Appendix D: Sustainable Development Goals Alignment](#)

⁴ [Resilient Sydney, Preliminary Resilience Assessment \(2016\)](#)

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 PRECINX⁵ 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 MUSIC⁶ is used to measure pollutant loads across our projects.

To see our FY22 performance see [Energy & Emissions Performance Results \(p.25\)](#), or for Water see [Water Performance Results \(p.34\)](#).

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 and this is reflected in 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 Communities	Green Building Council of Australia
Buildings other than residential	Green Star Design & As-Built (now Green Star Buildings)	Green Building Council of Australia
	NABERS	NSW Department of Planning and Environment
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)⁷ 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.

⁵ 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.

⁶ 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.

⁷ [What is NABERS? \(2018\)](#)



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 *Environmental Planning and Assessment Act (1979)* Building Sustainability Index (BASIX). BASIX is administered by the Department of Planning and Environment (DPE), applies to residential developments, and aims to deliver equitable, effective water and GHG 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.

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

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 FY22 activities related to Environmental Management, see [Environmental Management Performance Results \(p. 28\)](#).

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 island⁸, 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 plans⁹ designed to enhance the resilience of our communities in the way they live day to day. As part of this work, we identified that leveraging our existing risk management process was the most appropriate and effective way of embedding and responding to climate-related risks and opportunities. Further details on our Risk Management approach are presented in our Annual Report.

⁸ [Urban Heat Island Effect](#)

⁹ Eligible assets include those that have been assessed for climate change risks

In FY19 we expanded our remit and sought to better understand the physical and transition risks to the business and projects of climate change. A gap analysis aligned with the TCFD Recommendations and 2019 GRESB 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. To ensure that physical risks continued to be managed appropriately and that transition risks were better considered, we prepared a Climate Risk Management Plan to guide our response, with key risks and actions sitting within our Strategic and Operational risk registers and plans.

In FY20 Landcom commenced reporting against the TCFD, to in part fulfil the obligation for our Directors to give due consideration to climate-related transition risks and for our organisation to disclose those risks. This also included adding a bespoke Climate & Sustainability category within our Risk Appetite Statement, providing focus areas around physical risks and climate resilience. In FY21 with support from our Executive Committee, we initiated a project to identify and model the potential financial implications of selected climate-related risks under different scenarios.

In FY22 we completed the initial modelling of these selected risks, with a business plan prepared to identify opportunities for Landcom to improve our existing approach to physical

and social climate resilience and with the view of incorporating transition risks across our portfolio going forward (see [Case Study: Transition Risk Scenario Analysis, p. 20](#)).



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 will leverage this comprehensive process to incorporate consideration of transition risks at the project level as the way we design our communities will support the transition to a low carbon economy.

Finally, Landcom seeks to address resilience in the natural environment. This is achieved when we maintain strong diversity of our ecological systems. Our 2028 leadership goal seeks to enable net positive ecological outcomes at the completion of our projects, and this is of particular importance with upcoming global frameworks such as the Task Force on Nature-related Financial Disclosures and the Science Based Targets for Nature, as well as the need to pursue more nature-based solutions to support biodiversity enhancement and climate resilience.

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 abide by legislative requirements including the *Commonwealth Environmental Protection and Biodiversity Conservation Act 1999 (EPBC)* and *NSW Biodiversity Conservation Act (2016)* 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, and continuously look for ways to reduce the impact of our activities on biodiversity, while also acknowledging that land development and retention of biodiversity are sometimes at odds.

For our FY22 performance against our Climate & Resilience targets, see [Climate & Resilience Performance Results \(p. 18\)](#).

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 work underway within our Accountable & Collaborative Places pillar.

For our FY22 performance results against our Waste & Materials targets, see [Waste & Materials Performance Results \(p. 32\)](#).

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

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 in regenerating or restoring biodiversity and local watersheds within our communities
- determining the value of adopting a Landcom materials Red List¹⁰
- establishing how life cycle assessments may improve our supply chain and reduce embodied carbon and waste at our projects.

In FY22 we progressed investigations into how Landcom can better deliver against our leadership goal within the areas we operate using the above opportunities, including actions and targets. As we understand the actions needed to deliver on our leadership goal, when we finalise our revised targets and pilot the actions, we will update our Sustainable Places Strategy to reflect these changes and progress.

¹⁰ [About the LBC Red List](#)

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.

FY22 Targets and Performance

The below table outlines our FY22 performance against our Climate & Resilience Targets.

Focus Area	Objective	Target	FY21 Performance	FY22 Performance	5-year 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	10 out of 10 cumulative in-scope projects complete	18 out of 18 cumulative in-scope projects complete	18 out of 18 cumulative Climate Resilience Assessments completed
		All new projects prepare and implement an effective Climate Adaptation and Community Resilience Plan	10 out of 10 cumulative in-scope projects complete	17 out of 18 cumulative in-scope projects complete	17 out of 18 Cumulative Adaptation and Community Resilience Plans completed
		All new projects enhance the local habitat, biodiversity or ecological communities, compared with the site conditions pre-acquisition or pre-masterplan (Landcom Biodiversity Calculator)	71% make a positive contribution	50% make a positive contribution	An average of 65% of new projects have made a positive contribution over the past five years
		Total project site area in plan view comprised of building or landscape elements that reduce the impact of urban heat island effect Greenfield Projects: 50% project site area Renewal or High Density Projects: 20-50% project site area (calculation in accordance with Green Star Communities)	100% of projects in scope	100% of projects in scope	An average of 100% of projects in scope have achieved the target

Climate Change Risk and Community Resilience

In FY22 we matured our approach to organisational transition risks, which is beyond the current scope of Landcom's targets but intersects directly with the resilience of our communities. Landcom strives to be an industry leader in responding to and disclosing climate risks, currently disclosing substantial information that relates to each of the 11 TCFD Recommended Disclosures. Further detail on these efforts can be seen in [Appendix B: Task Force on Climate-related Financial Disclosures \(pg. 77\)](#).

This built on our ongoing efforts to enhance our current project portfolio's resilience to physical climate-related risks and increases 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 the Intergovernmental Panel on Climate Change's Fifth Assessment Report (IPCC AR5) climate projections for 2030 and 2090¹¹. 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 resilience 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 Sydney¹². 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 'high risk' across Landcom's project portfolio, while sites across our portfolio are starting to also see increased 'high risk' due to extreme rainfall and flooding. We anticipate these physical risks and their influence on social outcomes will continue to increase in intensity and frequency into the future.

In FY22 we matured our approach to organisational transition risks, many of which intersect directly with the resilience of our communities.

¹¹ [What is the IPCC AR5 Assessment Report?](#)

¹² [Resilient Sydney Strategy](#)

Q CASE STUDY

Transition Risk Scenario Analysis

In 2021 Landcom initiated a project to model the potential financial implications of selected climate-related transition risks under different scenarios over the next 20 years.

The aim of the project was to enhance Landcom's strategy and processes, as well as fulfill our obligation for Directors to give due consideration to climate-related transition risks and to publicly disclose those risks in this report.

A preliminary list of transition risks has been identified as being most likely to influence Landcom's operations from a business, strategy or financial perspective. These risks were identified based on key market trends and risk drivers, with the financial implications and early responses being established through work between Landcom and our consulting partners, AECOM and Energetics. These preliminary risks were modelled against three climate scenarios based on those identified by the Intergovernmental Panel on Climate Change's latest 6th Assessment Report. The scenarios are:



Scenario 1: Proactive Policy (SSP1-2.6)

SSP1-2.6 follows a path where economic growth shifts toward a broader emphasis on human wellbeing, consumption is oriented toward lower resource and energy intensity, and there is a greater emphasis on development that respects perceived environmental boundaries. Potential risks for Landcom include an increased demand for offsets that could increase prices, more stringent requirements and interest in carbon neutrality and greener buildings, and consideration of climate impacts in pricing of Landcom's products and services.



Scenario 2: Slow Progress (SSP2-4.5)

SSP2-4.5 follows a path where social, economic and technological trends do not shift markedly from historical patterns, with slow progress towards achieving sustainable development goals by institutions. Income inequality persists, environmental systems experience degradation, but overall intensity of resource and energy use declines. Potential risks for Landcom include continued demand for affordable housing, uncertainty for land owners to secure loans due to income fluctuations, and increased insurance cost due to a changing climate.



Scenario 3: Carbon Intensive Economy (SSP5-8.5)

SSP5-8.5 centres around the rapid growth of the global economy, with the push for economic and social development being coupled with the exploitation of fossil fuel resources and resource and energy intensive lifestyles resulting in warming of greater than 4° Celsius. Potential risks for Landcom include more stringent rules around very hot days, an increase in the number of very hot days, and heightened climate risks for Landcom communities.

Q CASE STUDY

Heat Resilient Communities

An 'extreme risk' of extreme heat is common to almost all Landcom sites, which is consistent with the top risks to Sydney identified by Resilient Sydney.

As such, early design interventions that address heat reduction are essential in the creation of our new communities.

Landcom's Austral project incorporates sustainable urban design including street planting and rain gardens to cool the neighbourhood and showcase best practice in urban heat island reduction. The project's streetscape has been designed to improve walkability and cool the urban environment by piloting the Western Sydney Street Design Guidelines.

Modelling has been undertaken to compare urban heat outcomes of the street design with the standard design specified in the local Development Control Plan. The modelling shows a reduction in ambient temperature of 6° across parts of the project area and a significant reduction in the overall urban heat island effect, as shown in the figure below.

This improvement is a result of changes to the width of the road reserves and the components inside them, including a higher percentage of urban tree canopy coverage, reduction in street width and a reduction in the kerb radius.

The project has been designed to incorporate pervious pavement and design guidelines that will focus on high reflectivity, light coloured roofs to further reduce the urban heat island effect. These principles and features are now being considered for upcoming projects.

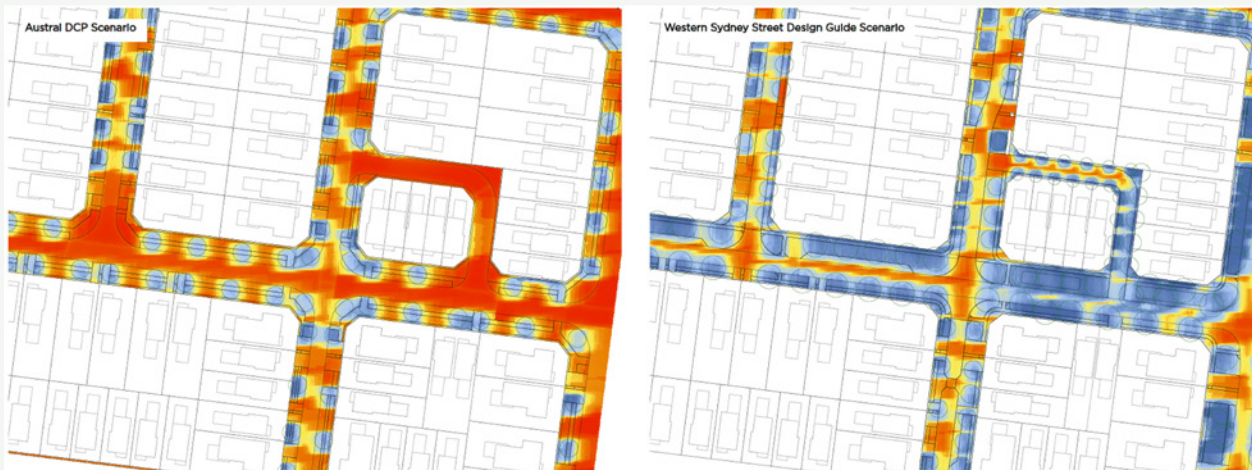


Image: Urban heat island temperature reduction comparison - local Development Control Plan (left image) and the Western Sydney Street Design Guidelines (right image).

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 (UHI) effect will contribute to reduced risk of extreme heat at our projects. This will enhance the resilience of our communities and the residents who live there.

In FY22 Austral, Queenscliff, North Wilton and the Sydney Metro North West (SMNW) Precinct Places of Kellyville, Bella Vista and Norwest are in scope for our UHI Reduction target. Austral focuses on reducing urban heat through innovative street design, providing a wider verge for increased tree planting and rain gardens, while driving the application of light-coloured roof and surface materials (see [Case Study: Heat Resilient Communities, p. 21](#)). This focus shows a reduction in ambient temperature of 6°C across parts of the project site. Queenscliff focuses on retention of existing mature canopy trees to achieve this target, while North Wilton, Kellyville, Bella Vista and Norwest have all committed to the target through their Green Star ratings.

Biodiversity

FY22 is the fifth 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.

In FY22 we expanded the use of our biodiversity calculator to address key biodiversity metrics under the Global Reporting Initiative such as consideration of International Union for Conservation of Nature (IUCN) ‘Red List’ species, areas of high value biodiversity, habitats protected or restored and significant impacts of our activities on biodiversity.

The scale provided by the biodiversity 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%

Projects in scope for FY22 included the Bella Vista and Kellyville precincts within the SMNW Places program, Macarthur Gardens North, Edmondson Park, Austral and Fennell Bay, of which 50% are currently making a net positive biodiversity contribution. Of particular note, our communities at Austral and Edmondson Park resulted in a net negative change in our biodiversity index of 1% and 4%, respectively. As these two communities are still undergoing design, approval and delivery, opportunities will be investigated to improve biodiversity and look to return a positive change. Detailed planning for biodiversity is still underway for North Wilton and is therefore deemed out of scope for this year’s biodiversity reporting. We will continue to report on these communities to reflect changes over time.

Overall, a total of 249.41ha will be protected and restored by National Parks, local councils or other entities aligned with legislative guidelines. This supports improved outcomes considering that two of our projects have Commonwealth-listed protected species or habitat, while the other four projects have NSW-listed protected species or habitat and this protection will afford the opportunity for these species to thrive.

All of the six projects have protected, or restored areas present within their development boundary, including five with a Vegetation Management Plan and one with a Stewardship Site Agreement. Fennell Bay, in particular, is forecast to contribute a very good (net positive) change in biodiversity value, due to the project delivering 62ha of native habitat offsets.

All six of the projects however will result in the removal of native vegetation, while four will result in the removal of species habitat. While three of the projects will have irreversible impacts to threatened species, with increased native landscaping and plantings we can return a positive outcome and reduce our overall impact. Indirect risks such as transport of weeds and/or pathogens, sedimentation and contamination, as well as trampling of non-threatened flora species are possible during development of our communities, however we effectively manage this risk through the preparation of robust Environmental Management Plans. As part of our Future Priorities, Landcom is investigating methods of restoration or regeneration onsite to further reduce the potential impacts on species, vegetation and habitat and contribute towards our goal of all projects achieving a net positive ecological outcome. IUCN Red List and national conservation list species within habitat affected by our operations are listed in the following table.

Listing with Habitat in Development Site	Number of species
Critically Endangered IUCN Red List Species	9
Endangered IUCN Red List Species	8
Vulnerable IUCN Red List Species	18
Near Threatened IUCN Red List Species	10
Least Concern IUCN Red List Species	80
Critically Endangered 'EPBC Act' Listed Species	10
Endangered 'EPBC Act' Listed Species	12
Vulnerable 'EPBC Act' Listed Species	18
Marine 'EPBC Act' Listed Species	1

50%
of projects in scope are currently making a net positive biodiversity contribution.

Macarthur Gardens North will reduce the overall area of onsite biodiversity from pre-development to post-development, but will return a net positive outcome due to additional water bodies and plantings, as well as native habitat creation on site. Off site native habitat offsets will also be employed at Macarthur Gardens North 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. The SMNW sites of Kellyville and Bella Vista will reduce the overall onsite area of biodiversity, but Bella Vista will return a net positive outcome due to increased plantings.

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.

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 use to achieve this include biodiversity offsets and restoration works, such as improving eroded riparian corridors to full health, as well as construction controls during development.

Q CASE STUDY

Climate Active Journey

In alignment with the Department of Planning and Environment's Net Zero Plan and broader support across government, Landcom continues to commit and demonstrate action towards enabling carbon neutral outcomes.

Beginning in CY18, Landcom began to address our organisational carbon footprint and looked to build internal capability. This included a sensitivity assessment to understand our organisational carbon footprint across Scope 1, 2 and 3 emissions. The assessment ultimately identified Landcom's organisational boundaries and a wide range of emission sources including offices and sales centres, staff transport and organisational and capital expenditures.

As part of Landcom's partnership with Sustainability Advantage, we investigated opportunities to replace our organisational vehicle fleet and are now shifting to electric vehicles. Moving forward, Landcom is continuing to work with Sustainability Advantage to develop a better understanding of the carbon emissions associated with our land development activities. Between CY19 and CY21, Landcom's emissions continued to reduce. While this was largely due to Landcom offices and sales centres being closed or operating at a reduced capacity for a large portion of the year because of the COVID-19 pandemic, we continue to improve our processes to drive down emissions. This includes starting to identify and categorise carbon neutral products and services, formalising a flexible work arrangement to allow staff to work from home and efforts at our office and sales centres to drive down waste as well as reduce energy and water consumption.

For CY21, after driving down our emissions further, we continued to use Australian Carbon Credit Units previously procured and retired from the Darling River Eco Corridor near Lowan, NSW, highlighting our considered decision to procure NSW-located, nature-based offsets. We have now been Climate Active certified for three years and currently support other partners on their journey to carbon neutrality.

Landcom Organisational Emissions

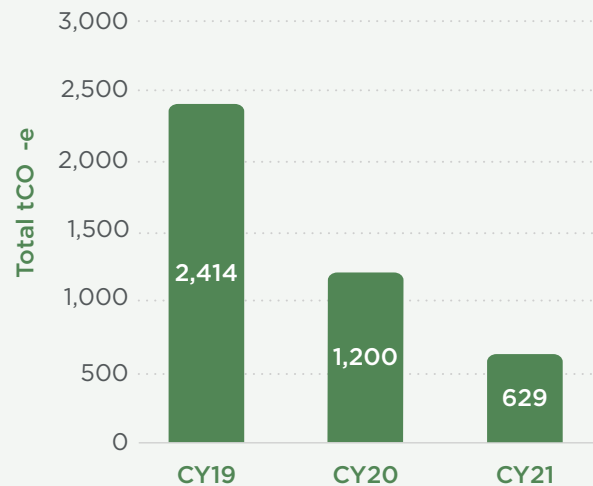


Figure 1: Landcom organisational emissions in accordance with Climate Active Carbon Neutral Standard



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.

FY22 Targets and Performance

The below table outlines our FY22 performance against our Energy & Emissions Targets.

Focus Area	Objective	Target	FY21 Performance	FY22 Performance	5 Year 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 and stationary) by 50% against 2016 reference case (CCAP PRECINX)	Delivered: 24% portfolio weighted reduction	Delivered: 28% portfolio weighted reduction	Delivered: 26%
			Committed: 29% portfolio weighted reduction	Committed: 20% portfolio weighted reduction	Committed: 21%
			Forecast: 46% portfolio weighted reduction	Forecast: 39% portfolio weighted reduction	Forecast: 44%
		5% of predicted precinct energy demand supplied from onsite renewable energy, where site constraints permit	Delivered: 100%	Delivered: 100%	Delivered: 100%
			Committed: 100%	Committed: 100%	Committed: 100% ¹³

¹³ Averages are based on the years when there were projects in scope.

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 with the National Greenhouse and Energy Reporting (NGER) Act.

In FY22 a number of sites had conditions of sale or legislative requirements to deliver on these targets including SMNW Places sites at Hills Showground, Tallawong South (Site 2) and Edmondson Park – Precinct 9, Epping. We have articulated performance results for these as ‘delivered’ and achieved a 28% average reduction across these sites, improving on FY21 results. Queenscliff and Schofields are expected to move to construction in the coming reporting period and are articulated in our performance results as ‘committed’. Queenscliff achieved a forecast 58% reduction in emissions, exceeding our target of 50%. Landcom will continue to identify opportunities at our sites to further improve energy performance and reduce GHG emissions.

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.

Tallawong South, Epping and Hills Showground sites continue to be relatively constrained and dominated by high-density residential land uses. As with most high-density land uses, in isolation, this makes it challenging to attain a 50% emissions reduction. Higher than average NatHERS ratings for these apartments have had a positive impact on overall emissions reductions for these sites, while a commitment by the proponents to deliver Edmondson Park as all-electric have further reduced emissions.

New projects, or individual precincts within ongoing projects currently in the planning and design stages, are also in scope for FY22 reporting¹⁴.

Forecast results include SMNW Places precincts of Kellyville, Bella Vista and Norwest plus Macarthur Gardens North, Edmondson Park – Town Centre, Austral and North Wilton with a weighted average GHG emissions reduction of 39%¹⁵ (see Figure 2).

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. Conversely, two of our lower-density projects at Austral and North Wilton are forecast to exceed our emissions targets with a 75% and 85% reduction, respectively.

In FY22 residential dwellings continued to be our most material emissions source, followed by transport and then non-residential land uses. Non-residential emissions continued to remain high in FY22 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 3), which remains current, as well as the addition of Norwest which is predominately non-residential. In FY22 we made the decision for all future communities where Landcom is the master developer to deliver as all-electric. This is expected to drive a greater reduction in GHG emissions in the future.

While our emissions target is designed to address new projects, in FY22 we continued to seek opportunities to make a meaningful impact at projects that have already moved through the planning and design phase.

¹⁴ 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.

¹⁵ 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.

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 FY22 Landcom again had three projects in scope for reporting the inclusion of onsite renewable energy. Tallawong South maximised its onsite renewable capability, which while less than the 5% target, was supplemented through the establishment of a green power purchase agreement. This approach is further being

taken at Showground and is expected to be reported as delivered in the next year. Lastly, Epping was sold with the requirement to achieve 5% being a part of legislative approval. While out of scope, Edmondson Park and the SMNW Places precincts of Kellyville, Bella Vista and Norwest have embedded this requirement into the relevant contract conditions of sale. North Wilton, Austral, Macarthur Gardens North and Queenscliff have all designed systems to achieve this target, but as they have not progressed past development application approval, these are out of scope for the reporting period. North Wilton and Austral have demonstrated through modelling that 100% of total site demand can be met by onsite renewables.

Modelling for North Wilton and Austral has demonstrated that 100% of total site demand can be met by onsite renewables.

GHG Emissions Reductions against 2016 Sydney Metro Average

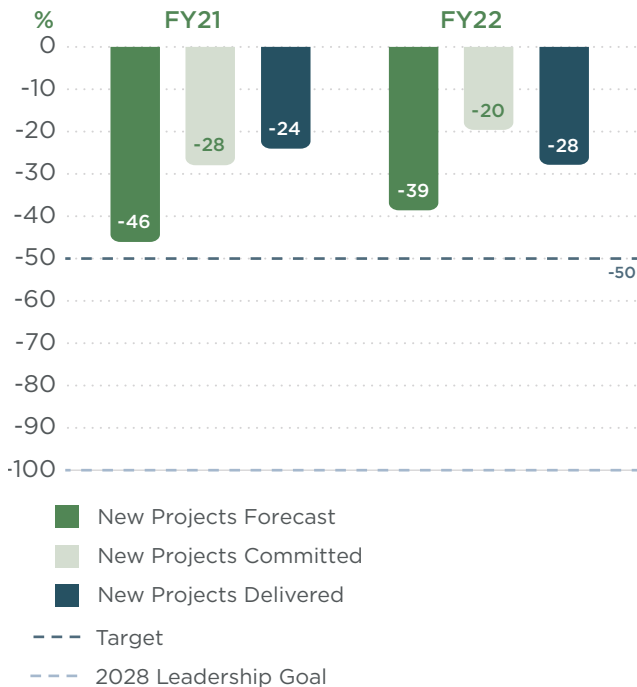


Figure 2. Predicted GHG emissions reductions from in-scope projects, against FY16 baseline, modelled using PRECINX.

Our Emission Sources Comparison

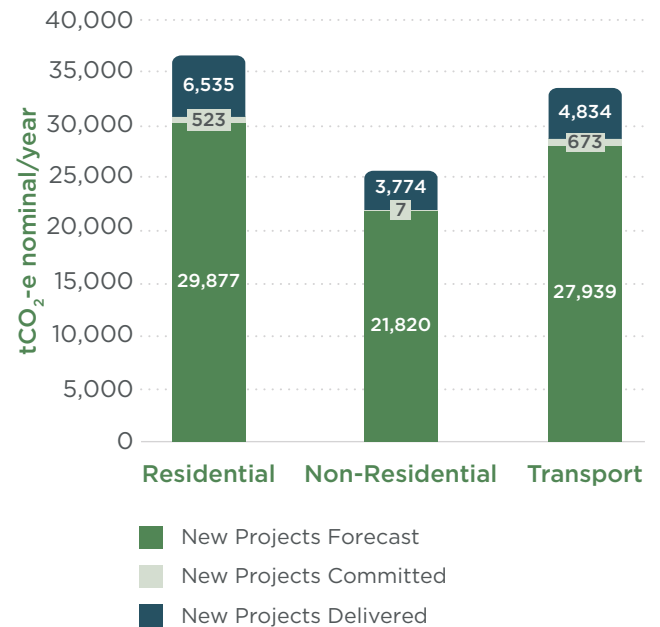


Figure 3. Emissions sources breakdown across current projects.

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.

FY22 Targets and Performance

The below table outlines our FY22 performance against our Environmental Management Targets.

Focus Area	Objective	Target	FY21 Performance	FY22 Performance	5 Year 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	64% achieved	88% achieved ¹⁶ 7 projects have been awarded a rating, registered for a rating or included the award of a future rating within the contract of sale
		NABERS: Office, Hotel & Retail – Commitment Agreement or designed to 5 Star Energy and Water	100% achieved	100% achieved	100% achieved for all projects in scope ¹⁶
		BASIX energy:	0% achieved		NA ¹⁷
		Detached & Semi – 60		0% achieved	
		Low-Rise – 55		0% achieved	
		Mid-Rise – 45		N/A	
		High-Rise – 40		100% achieved	
		BASIX water:			
		all dwellings – 60		82% achieved	

¹⁶ Averages are based on the years when there were projects in scope for the target.

¹⁷ BASIX targets are calculated based on the number of dwellings delivered each year against their respective BASIX rating. Overall performance can be compared, but is highly dependent on the number and type of dwellings delivered, which changes year on year, making the calculation of a five-year average difficult.

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 projects¹⁸.

In FY22 Macarthur Gardens North achieved a 5 Star Communities rating, while our SMNW Places Precinct at Tallawong South, considered in scope, but delivered through a condition of sale, also achieved a 5 Star Communities rating.

The SMNW Places Precincts at Kellyville and Bella Vista have been registered for Communities ratings and are forecast to each achieve a 5 Star Communities rating, while Norwest has included a 5 Star rating as a contract condition of sales. Furthermore, in FY22 we registered North Wilton for a Communities rating, targeting a 6 Star rating.

Austral, Queenscliff and Schofields were in scope this year, but did not pursue a Green Star rating as their scale, typology and purpose did not align with the Green Star pathway. In particular, Austral focused on delivering an all-residential innovative urban design in a suburban greenfield area of Western Sydney, while Queenscliff aims to deliver an entirely social and affordable housing project in partnership with a Community Housing Provider. Schofields is demonstrating the need for more liveable green streets that address the climate effects of urban heat island through purposely designed residential lots and streetscape.

While not pursuing a Green Star rating, each of these three communities is demonstrating leadership in resilience, affordability and sustainability. Edmondson Park was also in scope for a Green Star rating in FY21, but decided not to pursue a Green Star rating in FY22. Divestments as part of this project have however successfully included ambitious sustainability targets.

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

NABERS Certification

Landcom adopts the National Australian Built Environment Rating System (NABERS)¹⁹ 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 five projects in scope within the reporting period. This included the SMNW Places Precincts of Tallawong South, Hills Showground, Kellyville, Bella Vista and Norwest. In FY22 Tallawong South (Site 2) has been assessed and is predicted to achieve a 5-Star rating for energy and water, while Hills Showground is yet to be delivered but has committed to 5 Star ratings through sale conditions. Kellyville, Bella Vista and Norwest have all included 5 Star minimum ratings as conditional requirements for contracts of sale.

BASIX Certification

During the reporting period, our legacy project at Claymore, which is being delivered in partnership with Land and Housing Corporation, achieved BASIX Energy ratings of 90, exceeding our targets by 50%. This was achieved largely by the installation of solar photovoltaic systems on homes. Furthermore, Stage 5 at our legacy project at Macarthur Heights is currently tracking with 70% of homeowners taking up our offer for a Sustainability Rebate to achieve BASIX Energy 90 at their home.

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

¹⁸ 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.

¹⁹ [What is NABERS? \(2018\)](#)

The following Figures (Figure 4 and Figure 5) 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 in support of Development Application approvals.

For FY22 this includes SMNW Precinct Places of Kellyville and Bella Vista plus Macarthur Gardens North, Queenscliff 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.

Our legacy project at Claymore, achieved BASIX Energy ratings of 90, exceeding our targets by 50%.

Average BASIX Energy scores for committed new projects

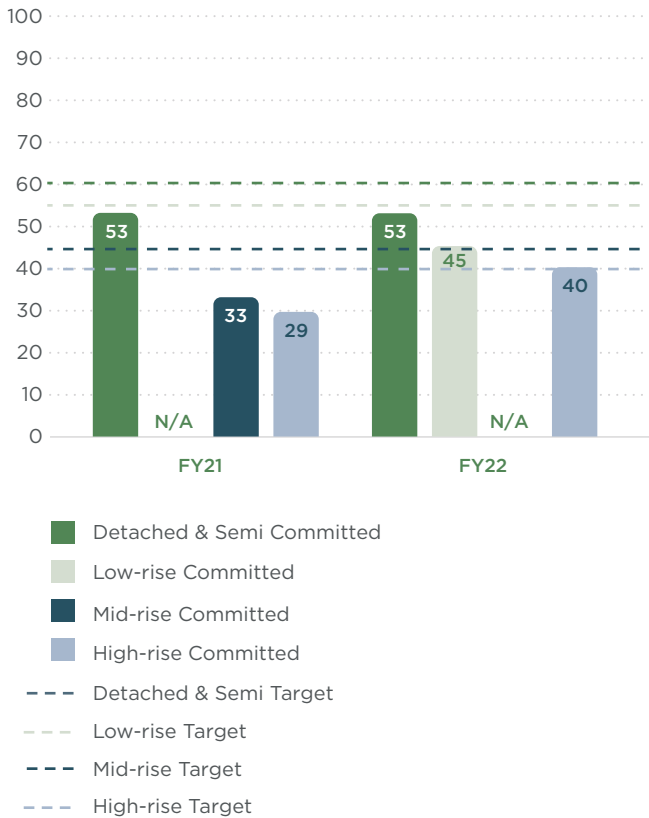


Figure 4. Average BASIX Energy scores committed for new projects. N/A where those building types are not committed or delivered in the period.

Average BASIX Water scores for committed new projects

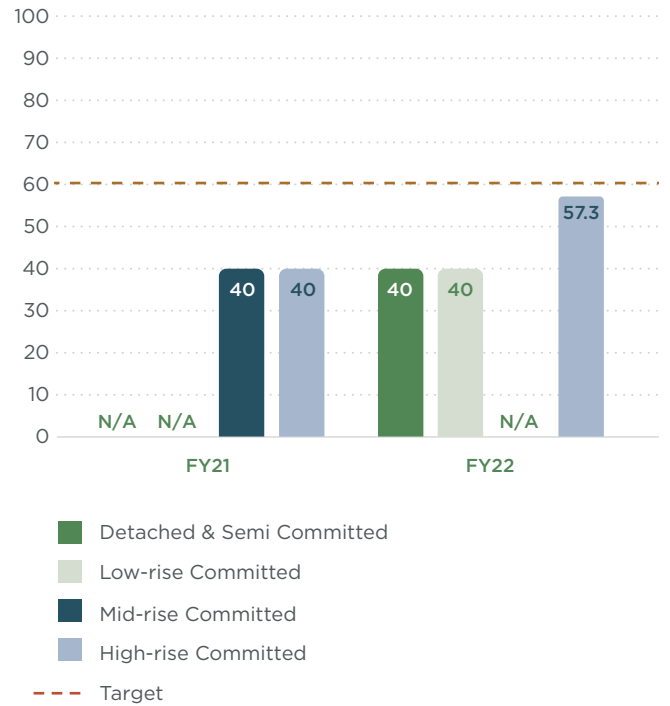


Figure 5. Average BASIX Water scores committed for new projects. N/A where those building types are not committed or delivered in the period.

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, Austral and North Wilton all of which exceeded our BASIX targets for Detached and Semi-detached products with an average of BASIX 99. For these projects we present our forecast results against our BASIX targets. We anticipate continued improved results to come from increased solar photovoltaic uptake in our communities and our commitment to deliver all-electric for energy as well as increased connections to recycled water schemes to improve our water results.

Landcom further anticipates that 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.

Forecast Average BASIX Energy scores for new projects in planning

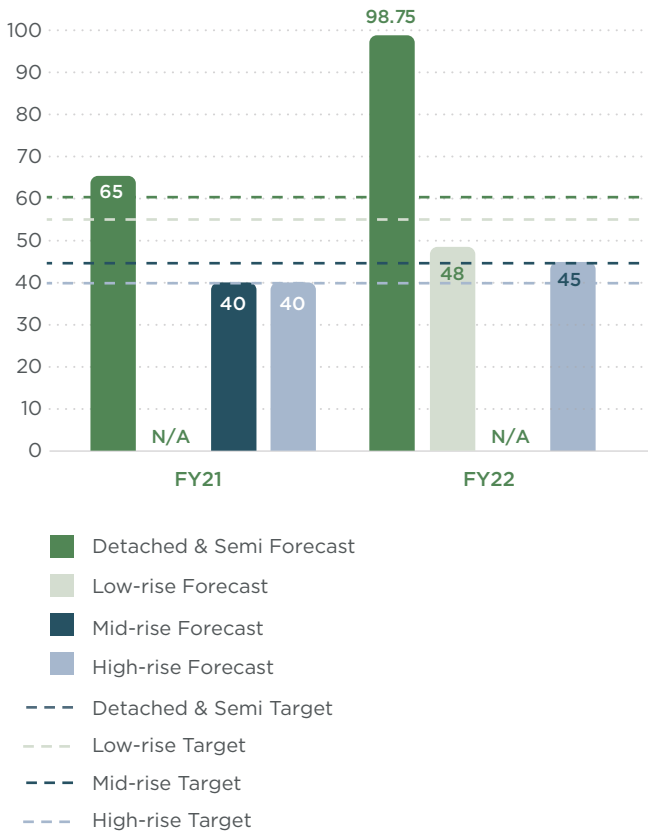


Figure 6. Average BASIX Energy scores forecast for new projects. N/A where those building types are not forecast or delivered in the period.

Forecast Average BASIX Water scores for new projects in planning

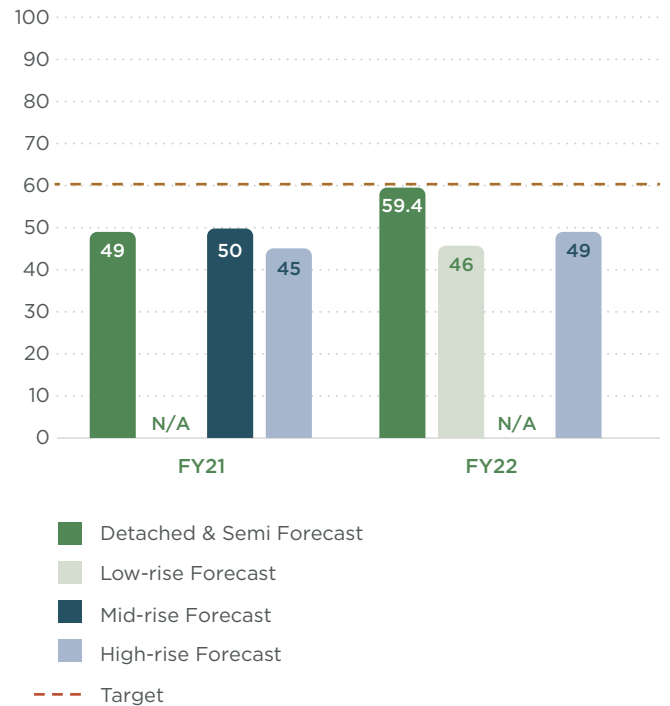


Figure 7. Average BASIX Water scores forecast for new projects. N/A where those building types are not forecast or delivered in the period.

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.

FY22 Targets and Performance

The below table outlines our FY22 performance against our Waste & Materials Targets.

Focus Area	Objective	Target	FY21 Performance	FY22 Performance	5 Year 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% achieved at projects sold to the private sector 92% diversion rate across Landcom delivered works	No eligible projects across Landcom delivered works	NA ²⁰
		100% timber sourced for construction (by cost) is Forest Stewardship Council Certified or agreed equivalent (i.e. Australian Forestry Standards)	100% new projects achieved target	No eligible projects across Landcom delivered works	100% achieved for all projects in scope ²¹

²⁰ We have reported against this target in different ways over the last four years including legacy projects, works sold to the private sector and those that Landcom delivered. This makes providing a five-year average challenging. We continue to perform well against our target, however, particularly with those sold to the private sector.

²¹ Averages are based on the years when there were projects in scope.

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 FY22 there were no new projects in scope for reporting against our waste diversion target. We also did not have any legacy project contracts that generated material volumes of waste. This is due to the new contracts that have started in the reporting period not yet being completed. Hills Showground (Doran Drive)²², Edmondson Park – Precinct 9, Epping and Tallawong South (Site 2) were all sold to private developers over FY20 and FY21 with conditions of sale or legislative requirements to deliver on this target. We require our contractors to provide their waste report upon completion of works, and will report the waste diverted from landfill during the reporting cycle in which the contracted works conclude.

Consistent and accurate waste reporting remains a challenge across the development industry. Throughout the reporting period we developed and tested an online data collection process for waste to mitigate the need for manual ‘paper-based’ workflows. Pilot testing was undertaken in FY22 and we anticipate that most of our contractors will begin to use this process in FY23.

Materials

For FY22 Landcom had zero project sites in scope for reporting against our target for 100% Chain-of-Custody Certified timber as, like waste, we report against this target upon completion of site works. We continue to require conditions of sale for our divestments and require contractors where Landcom manages contracts to deliver on this target.

Compost

Landcom is committed to helping to reduce food waste in our communities. Recycling food waste into free compost and fertiliser at home contributes towards our leadership goal to enable zero waste communities by 2028.

In FY21, in partnership with with Campbelltown City Council and Wingecarribee Shire Council, we were able to offer residents composting supplies to the value of \$150 and \$80 per household at Macarthur Heights and Renwick respectively via Compost Revolution. This demonstrates how we can enable residents to divert waste from landfill.

The table below highlights the scale of roll-out, waste diverted from landfill and amount of associated carbon dioxide equivalent saved, as well as the money saved from avoided landfill costs. All calculations are based on independent bin audits before and after the compost revolution pilot program over FY21 and FY22 and Compost Revolution’s yearly participant survey.

Revolution Dashboard	Total amount
Households delivered	61
Households composting*	53
Kg waste diverted from landfill	7,536
Kg CO ₂ saved	12,034
Money saved from avoided landfill costs	\$1,697

*Calculated based on survey results showing over 90% retention rate

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

Throughout the reporting period we tested 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.

FY22 Targets and Performance

The below table outlines our FY22 performance against our Water Targets.

Focus Area	Objective	Target	FY21 Performance	FY22 Performance	5 Year 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% in scope projects achieved	100% in scope projects achieved	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)	Delivered: 34% weighted portfolio reduction	Delivered: 39% weighted portfolio reduction	Delivered: 36.5% weighted portfolio reduction
			Committed: 42% weighted portfolio reduction	Committed: 35% weighted portfolio reduction	Committed: 39% weighted portfolio reduction
		Forecast: 50% weighted portfolio reduction	Forecast: 50% weighted portfolio reduction	Forecast: 50% weighted portfolio reduction ²³	

²³ Averages are based on years when results were available.

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 FY22 Austral, North Wilton, Queenscliff and SMNW Places precinct Norwest were in scope for reporting against our WSUD target. These projects, as well as our existing projects, continue to either achieve or exceed Landcom's WSUD targets.

Water consumption source

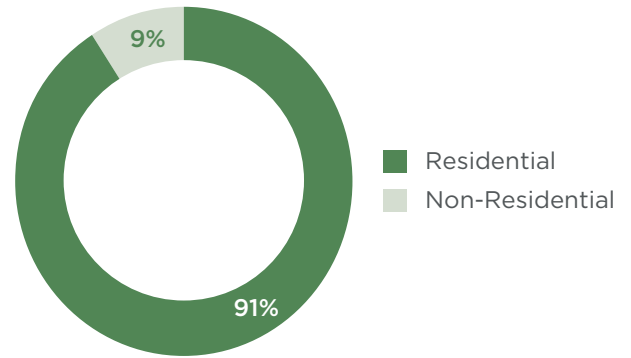


Figure 8. Potable water consumption by source.



Image: The Ponds

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 Places precincts of Tallawong South (Site 2) and Showground (Doran Drive) delivered a final potable water reduction of 37% and 40%, respectively. In addition, stages at Edmondson Park Precinct 9 and Epping were also delivered, achieving 31% and 49% potable water reductions. These projects improved upon FY21 delivered results and were achieved using efficient fixtures, fittings and appliances, and rainwater harvesting to irrigate landscaping.

Queenscliff and Schofields are expected to move to construction in the next reporting period and are reported as 'committed' in FY22. Our committed results are slightly lower than FY21 due to the reduction in available space for rainwater harvesting and lack of recycled water connections at these two projects.

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 and Norwest, along with Macarthur Gardens North, Edmondson Park (Precinct 3 and residual

lots not captured within the FY21 land release), Austral and North Wilton. 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).

The weighted average potable water reduction forecast for new projects is 50%²⁴ (see Figure 9) which is in line with FY21. The residential component of our new project portfolio is forecast to achieve 47% potable water reduction (similar to FY21 forecasts), and non-residential water reductions are forecast to improve at 62% reduction up from 52% in FY21. This change in forecast performance is due to improved fixture and appliance efficiency as well as reflecting new projects connecting to recycled water schemes. We expect this to continue to improve year on year as we move towards our 2028 leadership goal.

New projects without access to recycled water continue to present Landcom with the greatest challenge to meet our targets. Without access to recycled water infrastructure, potable water reductions greater than 50% at the precinct scale become technically challenging, and infrastructure such as private grey and blackwater treatment systems can ultimately have a negative impact on cost of living for our residents.

Despite the challenges this presents there are also opportunities for innovative design, partnership and technology solutions, which we continue to investigate and adopt wherever possible.

Potable Water Consumption Reductions against 2016 Sydney Metro Average

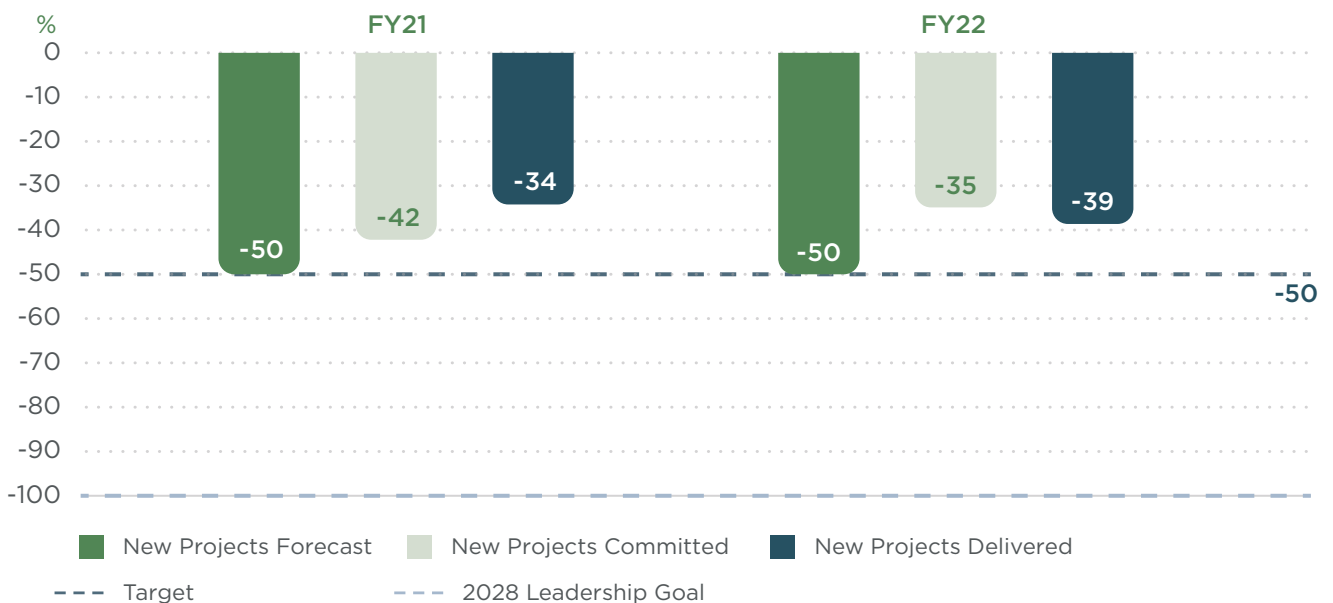


Figure 9. Predicted potable water consumption reductions from in-scope projects, against FY16 baseline, modelled using PRECINX.

²⁴ 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 Sydney metropolitan average applied to a masterplan.



Healthy & Inclusive Places

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



5 Year Results

Over the past five years Landcom has released: 1,607 affordable homes, including 279 Affordable Rental Housing releases, 2,557 diverse dwellings and 1,528 dwellings that will be designed to Universal Design principles.

82%

Average of residents surveyed over the past five years reported satisfaction with quality of life.

93%

Average of residents surveyed over the last five years reported feeling safe in their communities.

89%

Average of residents surveyed over the last five years report high physical and mental health, reflecting project design, programs or events that encourage active, social and healthy lifestyles.



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 Goals²⁵, and reduce the impact of shocks and stresses to communities and infrastructure, as identified by Resilient Sydney²⁶ (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 and Safety
- Affordability and Diversity
- Design through Engagement.

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

²⁵ [United Nations Sustainable Development Goals \(2018\)](#). To see our full alignment with the SDGs see [Appendix D: Sustainable Development Goals Alignment](#)

²⁶ [Resilient Sydney \(2018\)](#)



Management Approach

Health, Equity & Inclusion, Community Connection and 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)²⁷. 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'.

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.

In FY22, despite the ongoing challenges of COVID-19, we continued to implement our community development approach by leveraging strategic partnerships to deliver initiatives that foster community connection and a focus on health and wellbeing. In FY22 we saw the impact of our approach, with positive results, particularly in terms of health and wellbeing, reported from participants of our individual community development programs.

For our FY22 performance results measured by our Healthy & Inclusive Places survey, see [Health, Equity & Inclusion, Community Connection, and Safety \(p. 42\)](#).

²⁷ [International Wellbeing Group \(2013\)](#), Personal Wellbeing Index: 5th Edition. Melbourne: Australian Centre on Quality of Life, Deakin University

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 came into effect on new projects from FY22. For all projects commenced between FY17 and FY21 Landcom's previous Housing Affordability & Diversity Policy still applies, and we will continue to report the performance of those projects against the legacy policy, alongside our reporting against the updated policy.

Landcom's targets in place for FY22 require a minimum 10% of housing in our projects to be provided as Affordable homes. This target is comprised of 5% Affordable Rental Housing. Landcom defines affordable Rental 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. The remaining 5% of the target may be comprised of Affordable Rental Housing and/or other housing products which improve housing affordability more generally.

These include:

- private market housing for purchase which is affordable for moderate income households or below
- private market housing for purchase by the 'first home buyer' segment of the market
- housing products which are delivered using design or construction techniques that lower the purchase price and contribute to improving housing affordability
- innovative tenure models that provide households with a form of home ownership or other tenure that improves housing affordability, such as fractional ownership and shared ownership schemes.

We also address housing diversity and accessibility. 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. From FY22 Landcom's Housing Policy requires that all new projects deliver 15% diverse housing.

We complement this by advocating for and requiring accessible homes that include Universal Design principles and are Liveable Housing Australia (LHA) certified so that any person can use a dwelling, irrespective of age, level of mobility, or condition of health.

Safe, secure, and affordable housing is essential to the wellbeing of individuals, the vibrancy of our communities and the productivity of the NSW economy.

From FY22 all medium and high density housing in new Landcom projects will be required to include at least 30% housing that is universally designed. This means the housing will meet or exceed LHA Silver Certification. Landcom also encourages universal design for detached housing. Project teams are also strongly encouraged to deliver more than 30% universally designed housing where feasible.

For our FY22 performance against our Affordability & Diversity targets, see [Affordability & Diversity Performance Results \(p. 45\)](#).

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 consists of four experts in the field of architecture, urban design, landscape architecture and urban planning. They provide expert review of projects in concept or masterplan design, with the aim of achieving design excellence. 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 adopted new Terms of Reference to ensure that this internal design review function is efficient and focused on our core business needs. The changes included:

- reducing the size of the Panel from seven members and a chair, to three members and a chair
- focusing the Panel's remit to be predominantly on project design related advice
- renaming the Panel to be the Design Review Panel.

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

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 seek 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'²⁸.

**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 FY22 performance against our Design through Engagement targets, see [Design through Engagement Performance Results \(p.48\)](#).

Our Future Priorities

Our Sustainable Places Strategy identifies a number of future opportunities to enhance our Health, Equity and Inclusion and Community Connection focus areas. This includes reviewing our targets relating to our Health, Equity and Inclusion and Community Connection focus areas to ensure we are responding to changing market needs.

28 International Association for Public Participation Australasia (2018)

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.

FY22 Targets and Performance

In FY22 we continued to implement our framework for community development, directly targeting increased participation, connection and engagement with our residents. We also continued to focus on leveraging established partnerships with organisations specialising in health, wellbeing and education to deliver impactful and measurable initiatives.

Focus Area	Objective	Target	FY21 performance	FY22 performance	5 Year Performance
Healthy, 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	81% ²⁹	78%	82%
		90% of residents report high quality public, active and sustainable transport options to key amenities, services, and employment	78%	76%	79%
		90% of residents report high physical and mental health, reflecting project design, programs or events that encourage active, social and healthy lifestyles	89%	84%	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	51%	49%	54%
		90% of residents report community cohesion, by fostering the integration of community networks and facilities in our projects	67%	64%	66%
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	92%	94%	93%

²⁹ In the 2021 report the ‘satisfaction with quality of life’ KPI was incorrectly reported as the result of ‘overall satisfaction with living in [community]’ rather than the Personal Wellbeing Index. This has been corrected here.

Health, Equity & Inclusion

During the reporting year we continued to focus on rolling out partnership programs to our communities. As in previous years, 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 FY22 that supported community health, equity and inclusion included:

- Red Room Poetry – Poem Forest initiative
- Live Life Get Active free fitness classes
- National Theatre for Children – mental health program.

Community Connection

Activities undertaken in FY22 that supported community connection and the integration of culture and heritage include:

- movie night
- mobile library
- baby rhyme time
- seasonal COVID Safe community events including a digital QR code egg hunt, Santa drive-by and seniors' event.

In FY22 Landcom supported two resident-led community associations at Macarthur Heights and Renwick with seed funding to enable their operations and facilitate the delivery of a range of community events. We also supported the two associations with bespoke training focused on event management to build confidence and knowledge in this area.

Our historical performance results against Community Connection measures continue to show lower satisfaction by residents for community cohesion (64%) and the integration of culture and heritage (49%) compared with other indicators in the survey. As our project portfolio transitions from legacy projects to new communities, embedding the learnings from the Community Cohesion results early in the planning phase, will be a key focus for Landcom.

In FY22 we continued strengthening our approach to community development with a focus on partnerships with organisations that offer impact measurement. While COVID-19 delayed the roll out of some of these initiatives in the first half of FY22, there was some traction in the results of these programs in the second half of the financial year, particularly in health and wellbeing.

Impact reports for Live Life Get Active fitness class members show improvements across the board for all five Landcom supported camps, such as reduced risk of health issues like pre-diabetic risk and obesity. We also measured improved mental health awareness for students who participated in the 'Mind Masters' mental resilience program which was facilitated by our partner National Theatre for Children.

In FY22 we once again surveyed participants of the HIP Survey on the impact of COVID-19. Respondents continued to report widespread negative impacts of COVID-19 on many aspects of their lives with the most common negative impacts identified relating to physical and mental health.

This feedback is consistent with the results we received for our correlating target within our Health, Equity & Inclusion Indicator in HIPS, which saw the biggest decline from 89% to 84% in FY22. To address these results Landcom will continue to deliver on programs that support physical and mental health outcomes in FY23.

Safety

In FY22 residents continued to report high levels of perceived safety (94%) 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 – 98% of residents reporting feeling safe or very safe
- at home alone during the evening – 95% of residents report feeling safe or very safe
- walking alone within their community during the evening – 83% 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.

CASE STUDY

Red Room Poetry

In May 2022, Landcom launched the first workshop with Red Room Poetry supporting their 'Poem Forest' program. The program is a collaboration between Red Room Poetry and the Australian Botanical Gardens, supported by Landcom. The first program ran with Eagle Vale High School which is adjacent to Landcom's Hillcroft community at Claymore.

The Poem Forest program aims to raise awareness and connect young people to culture through education and connecting them to Country. The workshop commenced with a traditional Smoking Ceremony and discussion on culture, and caring for Country with local Elders, poets, artists and musicians including Aunty Verna Barker and Lyndsay Urquhart. Students then formed groups to listen to poetry in language and sing to Country while writing their own poems.

For every poem received, a tree is planted in the Gardens to help heal critically endangered habitats and create a 'poem forest' for future generations.

Red Room measure the impact of the program through pre and post program self-evaluation across a series of dimensions. Students responded positively with high scores on a sliding scale around enhancing creativity, connection to nature and a sense of belonging. Students were also invited to reflect on how they felt towards poetry before and after the experience, with all students experiencing a shift in positivity and attitude towards poetry after the sessions. One student reflected with an increased appreciation for nature stating, "It made me see a whole new side of nature and I've seen why Aboriginal people truly wanted to protect it."



Image: Poem Forest Workshop with students from Eagle Vale High School.

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 FY22 we updated our Housing Policy with more ambitious targets for affordable, diverse and universal-designed housing. The Housing Policy applies to new projects from 1 July 2021. Projects that started between 2017 and June 2021 are subject to the targets in the previous Housing Affordability & Diversity Policy.

Targets in the new Policy in place from FY22	Across Landcom's portfolio, deliver a minimum of 10% of new housing that contributes to improving the affordability of housing in NSW	Across Landcom's portfolio, deliver a minimum of 15% of new housing which meets the definition of Diverse Housing	All medium and high density housing in Landcom projects will include at least 30% that is universally designed (meaning it meets or exceeds Livable Housing Australia Silver Level certification)
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5 Year Housing Affordability and Diversity Performance³⁰

Over the past five years of reporting against the Sustainable Places Strategy Landcom has released a total of 12,393 dwellings. This total figure includes the release of:



³⁰ In FY22 Landcom updated the process we use to collect our housing performance data. In doing this we identified an error in the program used to produce the cumulative dwelling chart, which was shown in past sustainability reports. This error resulted in some dwellings being captured twice. This issue has been rectified in the above 5 Year performance figures.

FY22 Targets and Performance

Landcom’s current Housing Policy, adopted in July 2021, and the previous 2017 Housing Affordability & Diversity Policy set targets for housing affordability, housing diversity and universal design. Which policy applies to each project depends on when the project commenced. The targets are for the Landcom portfolio as a whole and for the lifecycle of each project, recognising that the staging of projects influences when these types of housing will be delivered in the overall life of the project, and the proportion delivered may not be the same in each year. In some years there may be more, and in some years there may be less.

In the annual sustainability report we report performance on individual projects within the reporting period (the financial year). A project is in scope for reporting against housing targets if contracts of sale have been exchanged during the reporting period.

In FY22 one project was in scope for reporting, with contracts exchanged for the Beecroft Road site at Epping, a precinct within the Sydney Metro Northwest Places program. The 2017 Housing Affordability & Diversity Policy applies to this project, however Landcom’s PDA with Sydney Metro predates the introduction of a numeric target for housing diversity, and so this target does not apply to individual projects in this program.

Focus Area	Objective	Targets (FY17 - FY21 Policy)	FY21 Performance	FY22 Performance
Affordability & Diversity	Deliver on Landcom’s commitments for affordable, diverse and sustainable homes	Deliver 5-10% Affordable Housing across the Landcom portfolio	No projects in scope for reporting	100% in scope projects achieved
		20% of medium to high density dwellings within all new projects that achieve Livable Housing Australia Silver Certification (or equivalent)	No projects in scope for reporting	100% in scope projects achieved
		New projects to deliver 10-15% diverse housing	No projects in scope for reporting	N/A

While only one project was in scope during the reporting period, five projects released sites to the market in FY22. These five projects are expected to deliver 1,242 dwellings, of which 223 were sold or will be sold to retail buyers at a price that is affordable to households earning a moderate income and 24 will be Affordable Rental Housing. An estimated 13 will be diverse housing and 248 will be universally designed.

CASE STUDY

Queenscliff Affordable Housing

Housing affordability is an issue right across the state, including the Northern Beaches. Landcom has partnered with Link Wentworth Housing Ltd (Link Wentworth) on the adaptive reuse of the former Queenscliff Community Health Centre into a small, low-scale development with affordable housing.

There are around 1,500 women aged over 55 in the Northern Beaches who are in housing stress. To address this need, at least one third of the dwellings will be allocated to women over 55 and at risk of being homeless.

The Queenscliff project seeks to provide housing diversity, where tenure, typology and affordability come together and offer a housing choice that is currently not readily available.

The project will use surplus government land to provide the types of housing that will most appropriately accommodate the needs of the

local community and complement the local neighbourhood character including some Seniors Living homes. Landcom aims to deliver between 32 and 38 studio and 1 or 2 bedroom units with 60% of these being Affordable Housing and 33 of the total homes being Universally designed.

The decision to adaptively re-use the building reflects Landcom's goal of enabling zero waste communities by 2028 and will minimise demolition and construction waste and reduce environmental impacts on the site.

“

We constantly hear stories of our key workers travelling long distances to work or couch surfing because of the critical shortfall of affordable housing here. That's why initiatives like this are so important.”

Northern Beaches Council
Mayor Michael Regan



Image: Artist impression of the Queenscliff future development.

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.

FY22 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.

Focus Area	Objective	Target	FY21 performance	FY22 performance	5 Year 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%	100% ³¹
		All new projects to conform with the community engagement policy, Join-In Framework, aligned to industry best practice for stakeholder engagement practice	100%	100%	100% ³¹

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 FY22 there were 8 projects with up to date and fit for purpose communications and engagement strategies in place. These include a suite of plans for the Sydney Metro Northwest Places program, which cover the Cherrybrook, Hills Showground, Norwest, Bella Vista, Kellyville and Tallawong station precincts which will provide around 10,000 new homes once complete.

We also had plans in place for our Austral, Fennell Bay, Macarthur Gardens North, North Wilton, Queenscliff, Schofields and Wentworth Point projects, outlining how we would invite community feedback to help shape plans for new neighbourhoods in those areas.

During FY22 we moved to a hybrid engagement approach, as the global COVID-19 pandemic restrictions gradually relaxed over the financial year. This meant combining face to face with web-based tools to give community members a choice about how they wanted to be engaged.

Design

During FY22 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 a new project at Austral, as well as the SMNW Places precinct Hills Showground, and North Wilton.

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

³¹ Averages are based on the years when there were projects in scope.

Q CASE STUDY

Designing a new neighbourhood park and road at Hills Showground Station Precinct

During 2021, we led an extensive stakeholder and community consultation to guide the design of a new neighbourhood park and road in the Hills Showground Precinct.

The park will provide an important local open space for existing and future residents to enjoy, and will form part of the new mixed-use neighbourhood, providing a highly valued shared backyard for residents living in the new apartment buildings.

As part of the iterative design process, a series of workshops were organised with The Hills Shire Council (Council). These workshops were held with representatives across Council to support a consistent and coordinated approach to engagement. The workshops were held nine months ahead of the lodgement of the development application to allow time for both organisations to collaboratively problem solve issues and reach agreement. As a result of the strong working relationship, Council's post exhibition response was positive, and we received minor requests for further information.

We also engaged with local Aboriginal community representatives, including Muru Mittigar and the Dharug Strategic Management Group, to consider the principles of resilience, culture and identity, as set out in the Government Architect NSW's Design with Country approach and draft Design and Place State Environmental Planning Policy (SEPP). The feedback received influenced the suggested layout, materials and plantings.

Between August and October 2021, we invited the community to provide feedback on the initial park design. The consultation was promoted via our social media channels, through local partners such as The Hills Shire Council, a letterbox drop to 7,900 residents, and information shared with local community networks. The interactive and visual online consultation page, which included the concept designs, artist impressions, a survey and post-it wall, was visited 2,065 times.

2,065
visits to the interactive and visual
online consultation page.

Feedback about the initial design was overwhelmingly positive. 433 responses were received, and 33 community members participated in the online design workshops. Additional engagement with teenagers and select groups will be undertaken prior to the design being finalised to involve these groups in designing spaces that were suitable for younger people.

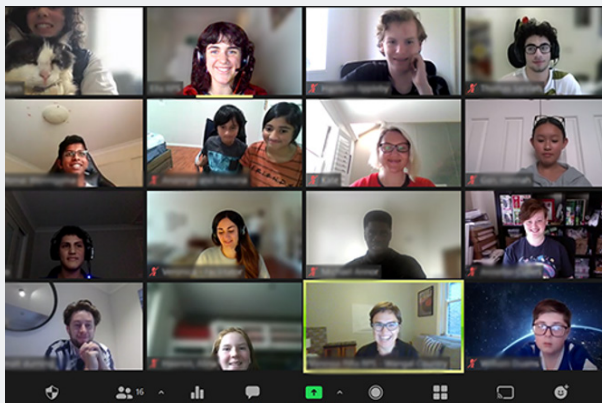


Image left: Hills Showground park and road design engagement – teenager workshop.

Image right: Indicative illustration of the Indigenous garden design at Hills Showground Station precinct.

CASE STUDY

Lachlan's Line and the Design Review Panel

Landcom has a strong legacy of delivering exemplary design. For over ten years, we have incorporated independent expert design review as a fundamental component of our project delivery process.

Our Design Review Panel consists of four experts in the field of architecture, urban design, landscape architecture and urban planning. They provide expert review of projects in concept or masterplan design, with the aim of achieving design excellence.

The Lachlan's Line Lot 117 project is an Affordable Housing apartment building to be delivered within our Lachlan's Line precinct in Macquarie Park. Designed by SJB architects, the proposal will be delivered in partnership with Community Housing Provider Link Wentworth Housing and deliver 100% Affordable Housing.

The project team attended our Design Review Panel twice between November 2021 and June 2022. While the building was initially conceived as a single residential tower, the design team the design team carefully considered preliminary feedback from our Design Review Panel, relating to cross ventilation and solar access. The design team returned to the Panel with a refined concept for twin buildings that delivered superior solar access, cross-ventilation, and privacy to all

apartments, enhanced the ground plane with an articulated entryway at street level and provided a rooftop community garden for both towers.

The marked improvement to the liveability, functionality, and attractiveness of the scheme between design review sessions was significant. The Panel provided further guidance on the revised proposal, advising the design team on options for waste management, high-quality landscaping and façade treatments that could be delivered in an economically efficient way to meet the needs of future residents.

The project successfully balances the site location and amenity, the operating requirements of Link Wentworth Housing, the sustainability targets of the two partner organisations, and the planning framework that applies to the site. Participating in design review saw a good initial design benefit from enhancements that have assisted the project to achieve overall design excellence.



The opportunity to participate in Landcom's design review process has led to improved design outcomes for the entire project. The quality of living spaces for residents, communal areas and building aesthetics have been elevated using good design principles. The design review process helped us tackle difficult technical issues and consider alternative design solutions that improved the overall quality of both buildings.

Paul Hunt, Head of Development,
Link Wentworth.



Image: Artist impression of the proposed buildings at podium level at Lachlan's Line.



Productive Places

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



5 Year Results

Enabled the creation
3,800
of enduring jobs

Engaged over
25,800
students across our Skills Exchange, research and excursion programs

Invested over
\$2.8 million
in cash and in-kind contributions to research and development



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 who 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 enabling 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. By 2036, the Greater Cities Commission 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.

In FY18 our Economic Development Working Group³² 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.

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

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 FY22 performance for enabling jobs and providing local training and employment outcomes see [Training & Employment Performance Results \(p. 56\)](#).

³² Participants include NSW Government Architect, Greater Sydney Commission.

Innovation

Landcom has a long history of leading research and innovation that advances the property and development industry and future-proofs our communities. Landcom also engages with industry and local government including a recent partnership with Campbelltown City Council and Sourced Energy to investigate how councils, developers and energy providers can work together to deliver energy sharing schemes in NSW communities and improve the communities' energy resilience (see [Case Study: Creating A Spark, p. 60](#)).

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, weather sensors and we continue to provide free Wi-Fi in public places. We see these initiatives as future-proofing communities, improving their resilience, 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. 42](#)).

Research: Landcom's Roundtable

Landcom has recently adopted a new approach to research that builds on the learnings from our previous Landcom University Roundtable (see [Case Study: New Approach to Research, p. 54](#)). The Roundtable ran from 2016 to 2022 as part of the former UrbanGrowth NSW approach to research. During that time Landcom and Roundtable participants worked on over 15 different research projects in support of identifying innovative solutions that will improve housing affordability and make our communities happier, healthier and more livable.

Landcom's new approach to research is purposefully designed to continue to deliver on our Strategic Directions for:

- Housing - increasing the affordability, supply and diversity of housing
- Partnerships - partnering with others to unlock development opportunities and improve delivery
- Affordability - demonstrating excellence in sustainable development and planning practices.

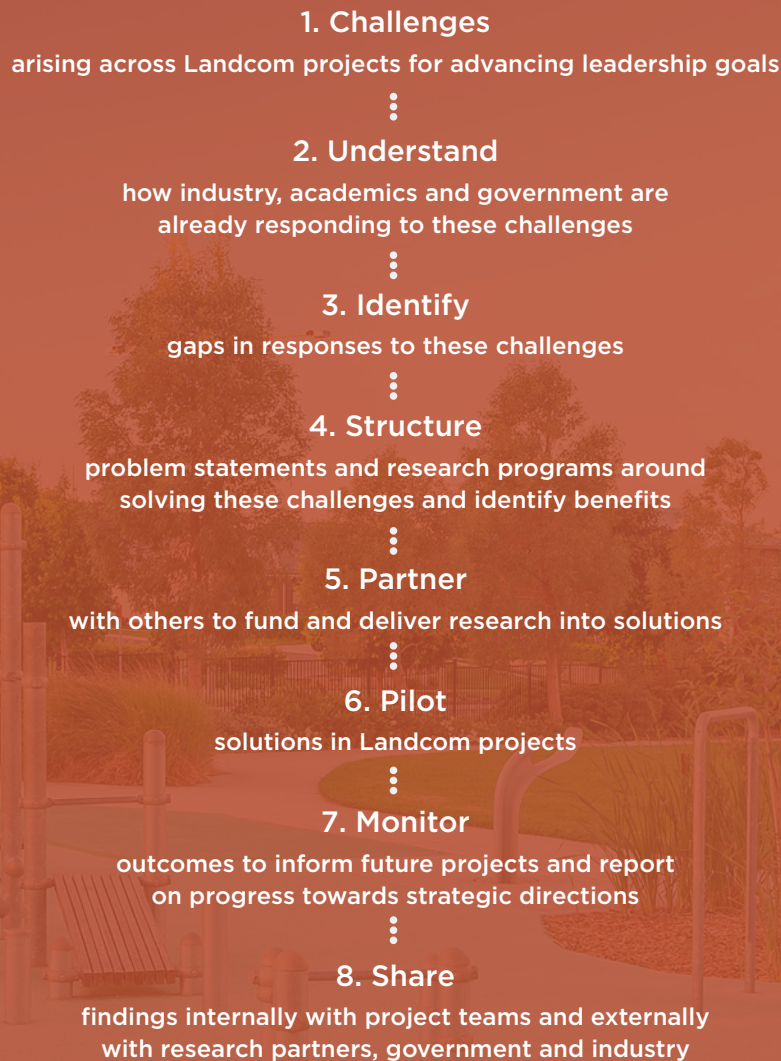
Landcom's new approach to research is purposefully designed to deliver on our Strategic Directions.

Q CASE STUDY

New Approach to Research

Landcom's new approach to research is purposefully designed to deliver on our Strategic Directions for housing, partnerships and affordability. The new approach prioritises outcomes-based research investments that help address gaps in how industry, academics and government are responding to key challenges in delivering affordable and sustainable housing.

We will form partnerships with others from industry, universities and government to fund and deliver solutions to these challenges. This will involve piloting solutions in both Landcom projects and where feasible, in our partner's projects, monitoring outcomes and sharing the findings with research partners, government and industry more broadly to drive meaningful change.



Q CASE STUDY**New Approach to Research *continued*****Partner with NSW Government agencies, Councils and State Owned Corporations**

To pilot new policy and accelerate delivery of priorities

E.g. Form agreements with Councils for the installation of air quality and urban heat monitors in Landcom developments

**Council partnerships that leverage government grants**

Mutually beneficial research that aligns with funding available to Councils

E.g. Partnership with Campbelltown City Council awarded grant for energy sharing research

**Leveraging existing industry memberships**

Consultancy funding and building on industry knowledge

E.g. Sustainability Advantage membership supporting development of a carbon footprint calculator

**Releasing market challenges to industry**

To encourage innovation and leverage industry research

E.g. Smart Energy Precinct Pitches

The FY23 research program will prioritise investments that support meeting the Climate Resilient Places goal in our sustainability strategy, being to enable carbon neutral, zero waste, water positive and net positive biodiversity outcomes by 2028. The new approach to research will prioritise projects that align with Landcom's Strategic Directions and demonstrate relevance across multiple Landcom communities and the broader industry. This includes investigating ways to demonstrate leadership in housing diversity and affordability across our communities.

Our Future Priorities

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

- executing the objectives of our Reflect Reconciliation Action Plan
- continuing to engage with industry on smart cities and innovation.

Landcom continues to be an ongoing member of both the Department of Planning and Environment's Circular Economy and Net Zero Working Groups as well as becoming a participant in the Office of Energy and Climate Change's Sustainability and Resilience Interagency Working Group and focuses on innovation via our research, strategic milestones 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 for our communities.

FY22 Targets and Performance

In FY22 all targets for reporting against our Training & Employment were in scope. Our results are presented below.

Focus Area	Objective	Target	FY21 performance	FY22 performance	5 Year Performance
Training & Employment	To provide opportunities for skills development, education and employment that will enable our communities to thrive	To contribute to a global innovation economy by enabling 30,000 enduring jobs for the future by 2036	3,288 cumulative jobs enabled (Over 30,000 projected by 2036)	3,800 cumulative jobs enabled (Over 30,000 projected by 2036)	3,800 cumulative jobs enabled
		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 12,200 students across our Skills Exchange, research and excursion programs	Engaged over 7,300 students across our Skills Exchange, research and excursion programs	Engaged over 25,800 students across our Skills Exchange, research and excursion programs

Enabling enduring jobs

Landcom is on track to meet our commitment to enable 30,000 enduring jobs by 2036. FY22 in scope projects include SMNW Places program, Macarthur Gardens North and Fennell Bay as well as our North Wilton project, which was announced in FY21 and is 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.

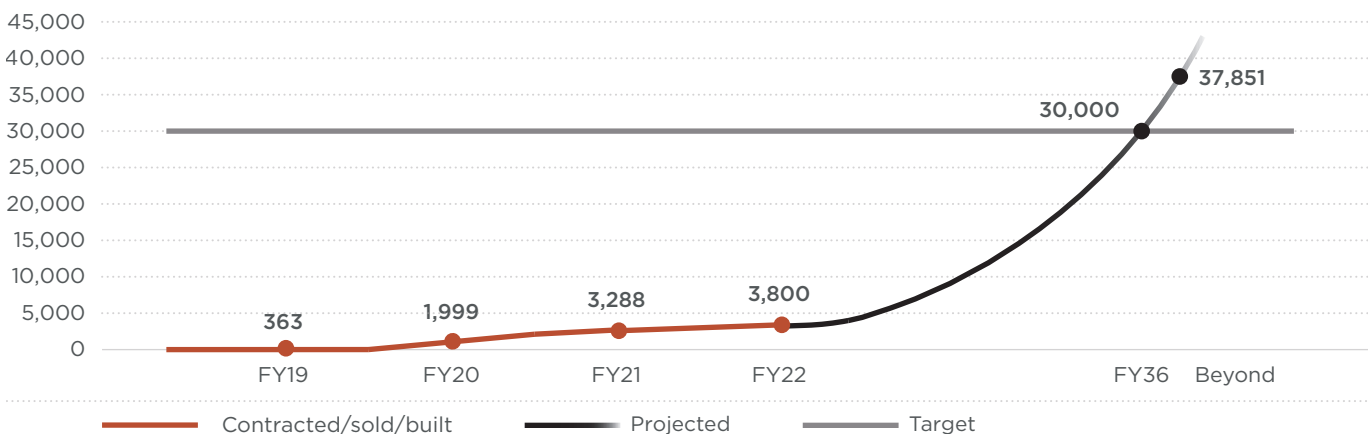


Figure 10. Cumulative progress towards achieving our commitment to enable 30,000 enduring jobs is seen to advance more quickly from FY20 onwards. This is due to new projects coming online such as those in the SMNW Places program and also our future pipeline for development including North Wilton. Calculations are from the Landcom Workspace Ratio calculator which is the accepted calculation methodology of the Common Planning Assumptions Group.

Training & Employment

In total, Landcom staff engaged over 7,300 primary, secondary and tertiary students throughout the reporting period, as part of our contributions to university programs, school programs, events and engagements.

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 2021, we engaged with 116 undergraduate students from the University of Technology and University of Sydney 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. The CUTP also reached 165 students during the university Autumn semester of 2022 from the University of Sydney's School of Architecture, Design and Planning, with students using our Macarthur Gardens North project as a case study.

Over 270 undergraduate students engaged through the Collaborative Urban Teaching Platform across Spring 2021 and Autumn 2022 semesters.

In May 2022, Landcom launched our first workshop with Red Room Poetry supporting their 'Poem Forest' program. The program is a collaboration between Red Room Poetry and the Australian Botanical Gardens, supported by Landcom, and engaged 15 school students who were encouraged to listen to poetry in language and sing to Country while writing their own poems. Students were accompanied by First Nations Elders and poets in the Australian Botanical Gardens in Mount Annan. For more information, (See [Case Study: Red Room Poetry on p. 44](#)).

In FY22 Landcom staff also contributed to a University of NSW built environment course on planning with Indigenous Peoples. Staff aimed to demonstrate practical learnings from our experience working closely with Local Aboriginal Land Councils when planning Landcom's communities.

Student Engagement via Mental Resilience Program

In FY22 Landcom continued our partnership with National Theatre for Children, which ran a number of educational workshops focused on building mental resilience to schools across Greater Sydney. The 'Mind Masters' workshops were delivered in 13 primary and 11 secondary schools, using live and pre-recorded theatre, performance and student engagement to promote concepts and practices to enable good mental health.

The longitudinal program was planned to be focused in schools within our communities as live performances, however the impact of COVID created an opportunity for the program to be designed as a digital live stream offering, which expanded the reach and number of students engaged. Designed with a clinical psychologist it also complements the NSW curriculum. This year it built on sessions delivered in FY21, so that students were exposed to multiple teaching points over time such as mindfulness, stress, resilience, and the link between mental and physical health.

The FY22 program reached a total of 7,004 students and the impact measured by pre and post testing revealed positive outcomes for most schools across several key areas such as stress, resilience, physical health, mindfulness, and overall impact. Further positive impacts are expected to be achieved as this program continues to be rolled out in FY23.

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.

FY22 Targets and Performance

In FY22 all targets for reporting against Innovation were in scope. Our results are presented below.

Focus Area	Objective	Target	FY21 Performance	FY22 Performance	5 Year Performance
Innovation	Research Investment	Measure and report annual investment in research and development	\$10,899 cash	\$116,480 cash	\$1,644,502 in cash
			\$407,005 in-kind	\$19,448 in-kind	\$1,202,660 in kind
		All project teams engaged in the Landcom Roundtable ‘Community of Practice’ programs	7 project teams engaged in Communities of Practice	NA ³³	13 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	100% in scope projects achieved ³⁴
	Key open spaces to provide free Wi-Fi access	100% in scope projects achieved	100% in scope projects achieved	100% in scope projects achieved ³⁴	

³³ Due to the challenge of finding mutually-agreed, not agreeable research and the closure of the Roundtable, no project teams engaged in the Communities of Practice in FY22.

³⁴ Averages are based on the years when there were projects in scope.



Research Investment

In FY22 we funded a range of research projects through our new approach to research, including our Smart Energy Precincts paid pitch process, 'Creating A Spark' collaborative research with Campbelltown City Council and work towards our carbon neutral and water positive leadership goal.

In FY22 we also worked to complete our air quality framework and guidelines and pilot the outcomes with some of our communities (see [Case Study: Air Quality Journey, p. 61](#)). We intend to publish this framework and guidelines in FY23.

Emerging Technologies

In FY22 Landcom had three 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, Showground and Epping which were sold to the private sector with either conditions of sale or legislative requirements to deliver against these targets. Our Macarthur Gardens North, Edmondson Park, SMNW Places Precincts of Kellyville, Bella Vista, and Norwest and Schofields projects will be included in this target when the superlots and builder lots are put to market. New projects including Queenscliff, Austral and North Wilton will include this target as part of design for each project, but as they are still under assessment, they are not within scope for this year.

In FY21 we sold four of our six fleet vehicles. During FY22, we explored options to replace these fleet vehicles and are expecting to procure two new electric vehicles in FY23.

Equitable Access to Information

There were five projects in scope for this target during the reporting period. Macarthur Gardens North, the SMNW Places precincts of Kellyville and Bella Vista as well as North Wilton committed to public Wi-Fi through the Green Star certification process, while Austral committed to delivering this through design delivery. The Schofields, Epping, Norwest and Queenscliff projects fall outside the scope of this target, as they do not have sufficiently large community open spaces to warrant or draw demand for public Wi-Fi.

Q CASE STUDY

Creating A Spark

Recognising the need to support actions outside our direct sphere of control, Landcom is actively working with partners in government and industry to explore opportunities to decarbonise the built environment in NSW beyond the boundaries of our projects.

Throughout 2021 Landcom worked with Campbelltown City Council and Sourced Energy to develop an energy sharing guide – *Creating A Spark*. This technical guide provides helpful information and practical suggestions for councils and communities on how to enable energy sharing in communities.

We value being able to draw on our close working relationships with local councils, partners and others to explore ideas and opportunities that support the development of more sustainable communities. The project was supported by Local Government NSW with funding from the NSW Government.

We aim to help local communities and councils take a co-operative approach to controlling their energy generation and usage needs. This guide aims to answer one important question - what if electricity generated within a community was available for consumption by the community? In doing so, this guide:

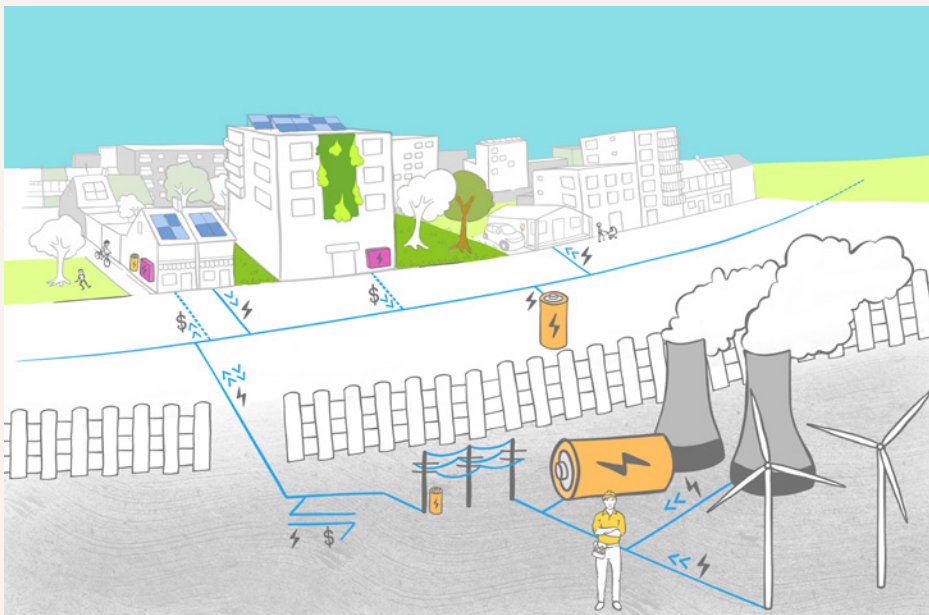
- introduces the concept of an energy sharing community
- provides an overview of technologies, electricity market rules and regulations
- shows how councils and developers can encourage local generation and future opportunities for energy sharing.

Community electricity sharing is evolving rapidly, so we will regularly update an online version of the guide with additional and latest information. The online guide is available at www.landcom.com.au/creatingaspark



We need to consider 5-10 years ahead so the guide is still relevant as the community progresses. Plus, the guide can be used state-wide, not just in the Campbelltown Area.”

Kelly Williamson, Sustainability and Resilience Coordinator, Campbelltown City Council.

**24.7%**

of Australia's small scale solar is in NSW

114

councils have made ambitious net zero targets for 2050

276,800

vehicles per year – estimated electric vehicle sales by 2036

26 million

solar photovoltaic systems in Australia

CASE STUDY

Air Quality Journey

Air quality has been a priority for Landcom since the inception of our Sustainable Places Strategy.

In FY19 Landcom found that air quality was also a material issue for our stakeholders. Over FY20 and FY21, Landcom sought to understand what air quality means to the corporation. The work included collaboration between Landcom, SLR Consulting and the Department of Planning and Environment's Environment, Energy and Science division.

The objective of the work is to improve air quality across Landcom communities, reduce exposure of our communities to air pollutants, drive leadership in the management of air quality in urban development and share knowledge with the rest of the industry. Our intention is for the approach to considering air quality to support best practice urban development activities, such as what our Water Sensitive Urban Design (WSUD) Guideline did for both industry and councils.

The outcome of our collaboration was an Air Quality Framework, which identified five focus areas to improve air quality within Landcom's control. The framework was then translated to guidelines, allowing Landcom to pilot screening assessments at communities to further understand air quality risks and possible ways to mitigate impacts.

The five focus areas are:

- integrating air quality considerations into our planning and design process
- reducing air quality impacts from construction
- minimising exposure to traffic emissions
- low emission home heating options
- empowering the community.

In FY22 Landcom also added air quality questions to our Healthy and Inclusive Places Survey (HIPS). Residents reported a high level of satisfaction on Air Quality, including 70% rating air quality as good or very good. Further, compared to other places residents had lived, 62% found our communities better than where they lived previously in Sydney and 70% better for those who have not lived anywhere else in Sydney. The survey also highlighted areas of concern for residents, providing insights to inform future opportunities for Landcom communities to better respond to air quality.



Accountable & Collaborative Places

Leadership Goal

Objective

Drive accountability and performance along our value chain.

Relevant Sustainable Development Goals



5 Year Results

Aligned our report with the United Nations Global Compact, Sustainable Development Goals, Resilient Sydney Strategic Directions and COP21 Paris Agreement.

Launched Landcom's inaugural Reflect Reconciliation Action Plan.

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.

Placed within the top three most sustainable residential development organisations in Oceania and in the top 9% globally in the 2022 GRESB Real Estate Assessment.



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 and 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 *Modern Slavery Act 2018 (Cth)*.

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.90) .
Paris Agreement COP21	Our environmental leadership goal is to 'enable carbon neutral outcomes at communities by 2028'. See Urban Heat Island Reduction (p.22) , Case Study: Heat Resilient Communities (p.21) and Greenhouse Gas Emissions Reduction (p.26) .
GRESB	Landcom voluntarily participates in the GRESB Real Estate Assessment, which evaluates the environmental, social and governance performance of real assets. See GRESB (p.67) .
Climate Active Carbon Neutral Certification	Landcom is a Climate Active certified Carbon Neutral Organisation. See Case Study: Climate Active Journey (p. 24) .
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 on Climate-related Financial Disclosures (p. 77) and Case Study: Transition Risk Scenario Analysis (p.20) .
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. 68) .
Human Rights	Landcom operates entirely within NSW, and as such benefits from the 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. 65) .
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 C: Modern Slavery Statement (p. 84) .

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 *Modern Slavery Act 2018 (Cth)*, Guidance for Reporting Entities.

We believe that human rights are 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 people by implementing the actions in Landcom's Reflect Reconciliation Action Plan
- addressing modern slavery through our supply chain, and in accordance with the *Modern Slavery Act 2018 (Cth)*.

More broadly 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 year³⁵. 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 leverage our internal policies and frameworks to guide our approach, including our Diversity & Inclusion Policy and Action Plan, Employee Wellness Program, and Modern Slavery Management Plan.

In FY22 Landcom finalised our first Reflect Reconciliation Action Plan (RAP) which was endorsed by Reconciliation Australia. Guided by Indigenous consultants Murawin and with engagement across the business, the Reflect RAP is our formal commitment to respectful and meaningful relationships with Traditional Owners and Aboriginal and Torres Strait Islander communities and a just and equitable Australia.

For details of the Reflect Reconciliation Action Plan, see our [Human Rights Performance Results \(p. 69\)](#) and further detail in the [Reflect RAP case study \(p.72\)](#).

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

³⁵ [Landcom's Communications on Progress for 2021](#)

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 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.

Sustainable Places Strategy Pillar	Sustainable Development Goals
Climate Resilient Places	         
Healthy & Inclusive Places	       
Productive Places	   
Accountable & Collaborative Places	    

To see our full alignment against the SDGs, and our targets and actions in FY22 to address them, refer to [Appendix D: Sustainable Development Goals Alignment \(p. 90\)](#).

GRESB

In FY22 Landcom participated in the GRESB Real Estate Assessment. This was our sixth year participating in GRESB and this year saw participation increase by 20% to include 1,820 listed and non-listed portfolios across 74 countries. The increase in participation reaffirms the need for the real estate industry to commit ESG transparency and improve sustainability outcomes.

Landcom achieved a score of 91/100, and maintained our Green Star rating and achieved 4 Star entity status.

Overall, Landcom ranked within the top 9% of global development participants, and exceeded 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 goals³⁶. Key activities in the reporting year³⁷ relating to the GREP include:

- a total of 0.03 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 103,525kWh of electricity used to power our operations was Green Power and other renewables
- based on a total of 175.66 full time equivalent staff members (FTE), Landcom's energy intensity is 589Wh/FTE
- we maintained our 6 Star NABERS Energy Rating for our Parramatta Office.

Landcom was first certified as a carbon neutral organisation under the Climate Active Carbon Neutral Standard (the Standard) in FY21. During the reporting period, Landcom achieved certification under the Standard for the calendar year 2021. The Standard is Australia's government managed offset scheme for certifying organisations, products and services, and events. For further information, see [Case Study: Climate Active Journey \(p.24\)](#).

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, but 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.

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

**100% Green Power
and other renewables**

**6 Star NABERS
Energy Rating for our
Parramatta Office**

³⁶ 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.

³⁷ In FY21 we 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 *Modern Slavery Act 2018 (Cth)* took effect 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 \(p.84\)](#).

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 updated modern slavery compliance training was rolled out to all staff which built on the previous training modules with more detail on grievance mechanisms for reporting incidents of modern slavery.

Landcom also continued our membership of the Property Council Modern Slavery Working Group throughout the reporting period. The group is represented by risk, sustainability and procurement experts. In this reporting period the consortium facilitated research and guidance reports led by academia and industry experts on grievance mechanisms, emerging trends in supply chain risk for materials and products, and industry led feedback on improving Modern Slavery Statements.

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 FY22 Landcom enhanced our supplier pre-qualification requirement for contracts with a value over \$150,0000, with all new Landcom contracts over the threshold required to complete the Platform questionnaire. We also implemented a new process for verification of completion on the Supplier Platform linking to the Procurement function.

During the year we had 23 suppliers either complete or update their existing 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
- outsourced recruitment practices
- 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
- varying degrees of investigation into their own operations or supply chains.

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, 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. Compliance training for staff on modern slavery was updated this year to include an instructional video on how to log an incident of modern slavery in this system. The training also outlined the process we have adopted for a new grievance mechanism which allows for anonymous reporting of modern slavery incidents internally via a bespoke Fraud, Corruption & Modern Slavery Notification Box.

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 principal 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. In FY22 as a first step in Landcom's approach to remediation, we implemented mandatory supplier training on modern slavery through the Supply Chain School. The training modules are self-guided and outline details of the inherent risks of incidents of modern slavery in the construction industry.

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 engaged the Director, Australian Human Rights Institute Faculty of Law & Justice at UNSW to assist in the development of our approach to grievance mechanisms and to further our initial approach to remediation strategies.

In FY23 Landcom will continue to deliver against our Modern Slavery Management Plan, including adopting recommendations on formalising grievance mechanisms and will build on our remediation approach beyond the mandatory supplier training implemented in FY22.

For more detail on Landcom's disclosures on the mandatory reporting criteria for the *Modern Slavery Act 2018 (Cth)*, please see [Appendix C: Modern Slavery Statement](#) (on p. 84).

Respecting First Nations Peoples

In FY22 Landcom confirmed our commitment to fostering respectful and meaningful relationships with Traditional Owners and Aboriginal and Torres Strait Islander communities in our sphere of operation, by creating and finalising our first Reflect Reconciliation Action Plan (RAP).

The Reflect RAP, which was developed in consultation with Indigenous consultants Murawin and in collaboration with Reconciliation Australia, outlines the meaningful actions that Landcom will take as a business to support the national reconciliation movement.

As part of the mandatory inclusions within the guidance framework from Reconciliation Australia, Landcom was required to formalise a working group to drive the governance and creation of the Reflect RAP. The working group, called the RAP Collaborative, is made up of members from each Landcom business unit and across the entire organisation.

The RAP Collaborative's main function throughout the year, was to crystallise the ideas and actions suggested in workshops held with all staff at the end of FY21. The resulting framework within the Reflect RAP has these commitments outlined and this document has been endorsed by Reconciliation Australia.

Recognising the need for awareness and staff engagement, part of the Reflect RAP process was implementing a series of cultural awareness training sessions for staff which were held in the form of 'Yarning Circles' for six months in FY22. Further cultural awareness training will be implemented as mandatory compliance training in FY23 as we progress this action item in the Reflect RAP.

Delivering on the actions and commitments within the Reflect RAP will be key in FY23 as we turn our focus to implementation and governance.

See our case study: [Landcom's First Reconciliation Action Plan \(p.72\)](#).



Diversity & Inclusion

Landcom has continued to promote diversity and inclusion (D&I) across our business throughout FY22.

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.

In February 2022, we updated Landcom’s D&I Action Plan, which focuses on the following key goals:

- create an environment that values diversity and 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 FY22 results are presented in Landcom’s Annual Report.

Landcom has also participated in the following initiatives as part of its commitment to D&I in FY22:

- delivered the third cohort of Women Leading at Landcom, a talent program designed to build future female leaders
- conducted a Gender Pay Audit, which resulted in a further reduction in Landcom’s Gender Pay Gap
- participated in Harmony Week and International Women’s Day with a number of hybrid events with both on-line and in person participants
- launched an all-staff webinar, covering Practical Reconciliation as part of Reconciliation Week.

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.

Workplace Health & Wellbeing

Landcom recognises that managing work, relationships, caring responsibilities, finances and other life needs can be challenging at times for us all. Landcom partners with LifeStreet – an Employee Assistance Program focused on wellbeing and an individual’s 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.

Users can access their own digitally-based 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 FY22 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 FY22 activities are presented in our Annual Report.

CASE STUDY

Landcom's First Reconciliation Action Plan

Landcom finalised our very first Reflect Reconciliation Action Plan in FY22. Landcom's Reflect RAP aims to turn a lens inward and prepare Landcom for future reconciliation initiatives and embed lasting, impactful practices towards reconciliation.

Collaboration remained a central theme to developing our Reflect RAP. The Reflect RAP was developed in consultation with the Reflect RAP Collaborative (RAPC) in accordance with Reconciliation Australia's RAP framework, covering the Four Pillars of Reconciliation – Respect, Relationships, Opportunities and Governance. The RAPC included representation from across the business to ensure that the entire organisation remained updated throughout the development process. With guidance and review from Murawin, the RAPC worked through the framework provided to understand how deliverables could be implemented, as well as working to identify additional actions Landcom could take across our operations to go above and beyond.

Staff continued to develop their cultural competence and confidence with the help of Murawin, who facilitated a series of 'Yarning Circles'. Topics included Regenerative Design, Healing and Restoration, Indigenous Approach to place and others with the aim of helping Landcom staff to engage with First Nations stakeholders within the context of our work as developers.

Landcom will continue our cultural competency and confidence training throughout FY23 to ensure all staff feel enabled and empowered to advance reconciliation in their own ways. Landcom will now move towards implementing our Reflect RAP across the entire business and report back on our progress internally to our team, as well as externally to Reconciliation Australia.



Image: 'Our Journey' by Danielle Mate. Commissioned to celebrate Landcom's Reflect Reconciliation Action Plan.

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 2022 have not been prepared and presented fairly, in all material aspects, in accordance with the Criteria defined below.
- based on our '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 2022.

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.

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*.

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 the processes in place for adherence to the AA1000AccountAbility 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.
- 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
Inclusivity Has Landcom included stakeholders, allowing people to have a say in decisions that impact them?	<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. Evidence of community consultations were observed for a number of Landcom’s developments. There are opportunities for Landcom to increase its engagement with stakeholders in a strategic and planning context to lead improved sector-wide stakeholder consultation and enable collaboration towards achieving longer-term community, environmental and responsible development outcomes in NSW.</p>
Materiality Has Landcom identified and been clear about the sustainability topics that matter?	<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>Topics material to Landcom and its stakeholders identified in 2019 remain relevant and align to one or more of the four categories of its Sustainable Places Strategy and aspects of its Strategic Directions. The topics are considered through Landcom’s management governance processes, and are reflected in its disclosures against the GRI Standards topic requirements across the Report. As the articulation and specificity of environmental, social and economic sustainability topics evolve in the external landscape, Landcom should seek to reflect this in its topic universe and re-assessment of material topics in future reports.</p>
Responsiveness Has Landcom acted transparently on material sustainability topics and their related impacts?	<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 it 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. During this reporting period, Landcom revised its Housing Policy to better enable the organisation to set its direction in a way that seeks to remain responsive to the challenge of safe, secure and affordable housing. Given an acceleration of environmental, social and economic sustainability activity across the property sector and among NSW government agencies – Landcom is presented a unique opportunity to aspire towards bolder action in its corporate and sustainability strategies.</p>
Impact Has Landcom monitored, measured, and held itself to account for how its actions affect broader ecosystems and society?	<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 through its commitment to transparently communicate outcome measures, such as those included in the 2021 Healthy & Inclusive Places survey results. It is also evident in how Landcom directs its efforts to drive impact, such as its revised Housing Policy as part of its support of NSW Government priorities for the supply and delivery of diverse, affordable, and resilient housing. Landcom should systematically reassess positive and negative impact through its next materiality assessment to align with updated requirements under the GRI Standards and ensure relevant outcomes metrics are determined as it refreshes its corporate and sustainability strategies.</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 2022



AA1000
Licensed Report
000-266/V3-U1GC6

Appendix B: Task Force on 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. In FY21 and FY22 we continued to mature our disclosures including undertaking scenario analysis, financial risk modelling and identifying opportunities to respond to key risks.

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

Recommended Disclosure	Status of Disclosure	Landcom Response / Action	Future Priorities / Actions
Governance			
Describe the board's oversight of climate-related risks and opportunities.	Established	Landcom has a robust and established governance structure for the corporation, Landcom Annual Report: Our Governance Structure, p.48. Climate-related risks and opportunities leverage this structure to facilitate a range of considerations and accountability at the highest levels of our corporation, Board of Directors and our management (Executive Committee). This includes: <ul style="list-style-type: none"> • Our Board considering climate risks through reports prepared during all project acquisitions, development approval proposals or divestment strategies. • Our Board and Executive Committee approving Landcom's Sustainability and Annual reports, including relevant climate-related performance and disclosures. • Climate Risk Management Plan updates twice annually to the Audit and Risk Committee including a corporation-wide Strategic Risk around environmental sustainability. Monitoring of climate-related risks is undertaken through Landcom's Strategic and Operational Risk registers, managed between the Executive Committee, Director - Audit and Risk and Director - Sustainability & Learning. 	Prepare a new Climate Risk Management Plan to incorporate the findings on transition risks.
Describe management's role in assessing and managing climate-related risks and opportunities.			Cascade climate and resilience-related Key Performance Indicators to Senior Leaders.
			Continue all existing governance protocols.



Recommended Disclosure	Status of Disclosure	Landcom Response / Action	Future Priorities / Actions
Governance			
		<ul style="list-style-type: none"> Executive Committee, the CEO, Development Directors and Sustainability staff all having Key Performance Indicators related to climate risk and resilience. Our Executive General Manager (EGM) – Communications & Policy providing quarterly Board updates and monthly Executive Committee updates on climate-related issues and progress. The EGM approves our Climate Active Certification Public Disclosure Statement, monitors progress against our sustainability targets and provides executive sponsorship on our annual sustainability strategic milestones. Our Director – Sustainability & Learning overseeing assessment and management of climate-related issues including our annual sustainability divisional milestones, GRESB reporting and Annual Sustainability Report assurance, reporting to the EGM – Communications & Policy. 	
Strategy			
Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	Established	<p>The physical climate-related risks for Landcom are articulated in our Climate & Resilience Performance Results: Climate Change Risk and Community Resilience, p. 19, while our transition climate-related risks are found in our Case Study: Transition Risk Scenario Analysis, p. 20. These risks are identified across a combination of the 2030 (short-term), over the next 20 years (medium-term) and 2090 (long-term) time periods.</p> <p>Overall, opportunities are identified through our Climate and Community Resilience Assessments. Climate-related opportunities identified by Landcom are further articulated in our Climate Resilient Places Management Approach: Urban Heat Island Reduction, p. 22, Case Study: Heat resilient communities, p. 21 and Case Study: Creating A Spark, p. 60.</p>	<p>Disclose our leadership goal sustainability roadmap, targets and progress for our project portfolio.</p> <p>Continue to identify, model and disclose key transition risks for the organisation</p>



Recommended Disclosure	Status of Disclosure	Landcom Response / Action	Future Priorities / Actions
Strategy			
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Initiated	<p>Climate-related risks and opportunities are identified and assessed on both a corporation and project-by-project basis through our climate and community resilience assessment process (see Climate Resilient Places Management Approach: Climate & Resilience, p. 15 and Climate & Resilience Performance Results: Climate Change Risk and Community Resilience, p. 19). Risks and actions to respond are identified and embedded within project-specific business plans each year as well as longer-term impacts and responses through our Strategic and Operational risk registers.</p> <p>Landcom is beginning to address the financial implications for climate-related impacts, as highlighted in our Case Study: Transition Risk Scenario Analysis, p. 20 and through our Case Study: Climate Active Journey, p. 24. Landcom expects to mature our approach to climate-related financial planning in the coming years.</p>	
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Initiated	<p>Our existing approach to physical climate-related risks and opportunities provides a relatively mature level of resilience for the organisation for higher emissions scenarios (see Climate Resilient Places Management Approach: Climate & Resilience, p. 15). Landcom has recently begun to investigate our resilience against a climate scenario that aligns to a 2°C or lower ambition (see Case Study: Transition Risk Scenario Analysis, p. 20) and opportunities to respond (see Case Study: Climate Active Journey, p. 24).</p>	



Recommended Disclosure	Status of Disclosure	Landcom Response / Action	Future Priorities / Actions
Risk Management			
Describe the organisation's process for identifying and assessing climate-related risks.	Established	Landcom identified that our existing risk management process was the most appropriate way of identifying and assessing climate-related risks. (Refer: Landcom Annual Report: Risk management, p. 66). The process specific to identifying and assessing physical climate risks is articulated within our Climate Resilient Places Management Approach: Climate & Resilience, p. 15 , Climate & Resilience Performance Results: Climate Change Risk and Community Resilience, p. 19 and includes preparation of climate and community resilience assessment as well as completion of a Resilience In Design Checklist. The identification and assessment of transition climate-related risks are further described in our Case Study: Transition Risk Scenario Analysis, p. 20 .	Continue to advance understanding and disclosures of climate-related financial impacts to the organisation.
Describe the organisation's process for managing climate-related risks.	Established	Landcom identified that our existing risk management process was the most appropriate way of managing climate-related risks. (Refer: Landcom Annual Report: Risk management, p. 66). The process specific for managing climate risks is articulated in our Climate Resilient Places Management Approach: Climate & Resilience, p. 15 , and is undertaken through our climate and community resilience assessment process. Management performance within our communities is articulated in our Climate & Resilience Performance Results: Climate Change Risk and Community Resilience, p. 19 , Case Study: Heat resilient communities, p. 21 and Case Study: Creating A Spark, p. 60 .	



Recommended Disclosure	Status of Disclosure	Landcom Response / Action	Future Priorities / Actions
Risk Management			
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Established	<p>Climate-related risks are identified, assessed and managed through Landcom's existing risk management process. This includes a Climate Risk Management Plan (three-year time horizon), a climate-specific strategic risk on Landcom's strategic risk register as well as a bespoke Climate and Sustainability category within the corporate Risk Appetite Statement. Management of climate-related risks are integrated into project planning and specific responses and actions are articulated in the following sections:</p> <p>Climate Resilient Places Management Approach: Climate & Resilience, p. 15</p> <p>Climate & Resilience Performance Results: Climate Change Risk and Community Resilience, p. 19</p> <p>Innovation Performance Results: Research Investment, p. 59</p> <p>Innovation Performance Results: Emerging Technologies, p. 59</p>	



Recommended Disclosure	Status of Disclosure	Landcom Response / Action	Future Priorities / Actions
Metrics and Targets			
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Established	<p>Launched in 2018, Landcom’s Sustainable Places Strategy established the metrics supporting disclosure and tracking performance around climate-related risks and opportunities. These metrics were identified and crafted based on international best practice with progress against these metrics presented during routine audit and risk management meetings. For more information on the specific metrics, see:</p> <p>Climate & Resilience Performance Results, p. 18 Energy & Emissions Performance Results, p. 25 Environmental Management Performance Results, p. 28 Waste & Materials Performance Results, p. 32 Water Performance Results, p. 34 Innovation Performance Results, p. 58 Case Study: Heat resilient communities, p. 21</p>	Investigate and adopt appropriate metrics for considering transition risks.
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Initiated	<p>Landcom currently discloses its Scope 1, 2 and 3 organisational emissions through our CY21 Climate Active Product Disclosure Statement. Our journey is reflected in the Case Study: Climate Active Journey, p. 24.</p> <p>Current performance and tracking against GHG emission can be found within our Energy & Emissions Performance Results, p. 25 and Environmental Management Performance Results, p. 28.</p> <p>Early identification of related risks can be found in our Case Study: Transition Risk Scenario Analysis, p. 20.</p>	<p>Continue to drive down Scope 1, 2 and 3 organisational emissions.</p> <p>Explore expanding our organisational emissions boundary to include Scope 3 emissions within our sphere of control.</p>



Recommended Disclosure	Status of Disclosure	Landcom Response / Action	Future Priorities / Actions
Metrics and Targets			
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Established	<p>Launched in 2018, Landcom's Sustainable Places Strategy identifies over 15 targets supporting disclosure and tracking performance around climate-related risks and opportunities. For more information on the specific targets and our performance, see:</p> <p>Climate & Resilience Performance Results: Climate Change Risk and Community Resilience, p. 19</p> <p>Climate & Resilience Performance Results: Urban Heat Island Reduction, p. 21</p> <p>Climate & Resilience Performance Results: Biodiversity, p. 22</p> <p>Energy & Emissions Performance Results: Greenhouse Gas Emissions Reduction, p. 26</p> <p>Energy & Emissions Performance Results: Onsite Renewable Energy, p. 27</p> <p>Environmental Management Performance Results: Green Star Certification, p. 29</p> <p>Environmental Management Performance Results: NABERS Certification, p. 29</p> <p>Environmental Management Performance Results: BASIX Certification, p. 29</p> <p>Waste & Materials Performance Results: Waste, p. 33</p> <p>Waste & Materials Performance Results: Materials, p. 33</p> <p>Water Performance Results: Potable Water Reduction, p. 36</p> <p>Innovation Performance Results: Research Investment, p. 59</p> <p>Innovation Performance Results: Emerging Technologies, p. 59</p>	<p>Review our targets over FY23 to determine adequacy in meeting our leadership goal and opportunities to consider adding additional targets to support our response to climate-related risks.</p> <p>Incorporate transition risks and opportunities into our project-level process of addressing climate-related risks including project business plans, community-specific climate and community resilience assessments and through risk specific information materials.</p>

Appendix C: Modern Slavery Statement

The following disclosures are made in accordance with the *Modern Slavery Act 2018 (Cth)*.

Landcom meets the threshold for a reporting entity, as outlined in the Act. This Statement has been approved by the Landcom Board, in its capacity as the principal governing body of Landcom, on 30 September 2022.

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 Statement provides an overview of Landcom's approach and response to the Mandatory Criteria outlined in the Act. For further detail on Landcom's approach to modern slavery, including our commitment to continuous improvement, refer to our [FY22 Sustainability Report Accountable & Collaborative Places Overview \(p. 63\)](#).

This Statement is signed by Alex Wendler in his role as the Chief Executive Officer of Landcom on 30 September 2022.

Alexander Wendler
Chief Executive Officer, 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 <i>Landcom Corporation Act 2001 (NSW)</i>.</p> <p>Landcom sits within the NSW Department of Planning & Environment cluster, but 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 are presented in our FY22 Sustainability Report Appendix F: GRI Content Index, indicators 102-05 (p. 102).</p> <p>Landcom's operations are based in New South Wales with a main office in Parramatta and a secondary office in Sydney CBD. During FY22, Landcom had 13 project sites located across NSW, in Greater Sydney and the mid-North Coast. Landcom had 175 employees. This is comprised of 161 full time employees and 14 part time staff.</p> <p>Landcom's annual disclosures regarding Information on Employees and Other Workers are presented in our FY22 Annual Report (p. 48).</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. This includes partnerships with NSW Government departments and external commercial entities to maximise our impact for the benefit of NSW.

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)

For further information on these types of structures, and a map of our current projects refer to [FY22 Sustainability Report Reporting Boundaries \(p. 8\)](#) Other corporate operations that complement our development projects include research and development investment facilitated by the Landcom Sustainability & Learning team. Landcom does not have any formal charitable interactions.

Landcom adopted a Modern Slavery Management Plan in FY20 in consultation with industry experts, which guides our approach to identifying, managing and remediating the impacts of modern slavery. Progress on the plan is reported monthly to the Landcom Executive Committee and quarterly to the Landcom Board. For further information refer to our [Human Rights Performance in our FY22 Sustainability Report \(p. 69\)](#).

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 engaged just over 600 direct Tier One suppliers during FY22 and less than one percent of these suppliers were based outside of Australia.

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 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 are presented in our FY22 Sustainability Report at \(p.69\)](#), or refer to our [GRI disclosures 102-08 \(p. 102\)](#).

Mandatory Criteria
Landcom Response

Criteria 3: Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity.

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, along with internal assessments of modern slavery risks, work with the Property Council of Australia (PCA) Modern Slavery Working Group and consultation with experts, Landcom has identified the following areas as areas of risk for our business:

- Cleaning (operational - offices, and supply chains sites and operations)
- Security
- Catering
- IT and telecommunications
- Potential forced labour risks within renewable energy supply chains
- Potential forced labour risks within specific materials supply chains such as stone, bricks, rubber soft fall and concrete
- Potential forced labour risks within finishing trades within projects, developments and communities
- Potential forced labour risks highlighted within specific countries and sectors e.g. North Korea, China for protective PPE wear and uniforms.

In FY22 we have tested these risk areas within our own supply chain further, by adopting prequalification thresholds that require suppliers with a contract over \$150,000 to sign into the Property Council Australia Supplier Platform (PCA Platform) and complete a risk questionnaire. The platform, of which we are a founding member allows Landcom to collect key data points relevant to modern slavery risks from our suppliers via a questionnaire that must be updated annually.

As Landcom outsources most project related construction, our key risk lies with our suppliers and their supply chains. From data obtained from the PCA Platform, Landcom has identified several areas as high risk among our suppliers. These risks are linked to manufacturing or sourcing materials and products from overseas, as well as supplier operations in countries overseas that have a high risk of modern slavery occurring. As a high volume of Landcom suppliers engage sub-contractors, labour hire practices among our suppliers also presents as high risk. Suppliers on the PCA Platform have listed manufacturing products or maintaining operations in countries flagged as high risk for instances of modern slavery.

There are also identified risks amongst suppliers who source, via their supply chain, manufactured products or services from countries including: China, India, Philippines, Thailand, Indonesia, Myanmar and Bangladesh. Landcom understands that certain materials used in our construction are linked to some of these countries including bricks and rubber from China and Asia Pacific, cement from Indonesia and stone from India and Pakistan.

Landcom has identified the need to investigate these risks further as part of our FY23 approach to mitigating Modern Slavery risk in our supply chain and operations.

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. They include:</p> <p>Where we are today</p> <p>Adopted a Human Rights Statement that is publicly available on Landcom’s website.</p> <p>Continued to deliver against our Modern Slavery Management Plan (adopted in FY20) which guides our approach to the identification, management and remediation of modern slavery.</p> <p>Embedded modern slavery clauses into our contracts, tailored to the level of risk and supplier sophistication. Clauses prescribe that suppliers are not to breach modern slavery laws and outlines the risk mitigation approaches suppliers are expected to adhere to when engaging in works for Landcom. These clauses extend to supplier operations and supply chains.</p> <p>Continued as a founding consortium member for the Property Council of Australia Supplier Platform, designed to engage multitiered supply chain and assess for risks of modern slavery.</p> <p>From this platform Landcom improved visibility of suppliers’ risk factors including identifying the following insights for Landcom suppliers who completed the assessment during FY22³⁸:</p> <ul style="list-style-type: none"> • 73% were not reporting entities under Modern Slavery legislation and a further 12% had not prepared a Statement but were planning to do so within the next 12 months • 51% used sub-contracting or third-party recruitment organisations • 1% have “a long chain of labour recruiters” and 3% pay high recruitment fees (above 20% of the positions annual remuneration) • 4% say that key stakeholders in their organisation do not understand the basic facts around the issue of ‘Modern Slavery’, with a general awareness of where modern slavery may exist in their Australian and/or international supply chains, and 3% are “not sure” if key stakeholders in their organisations understand the basic facts around modern slavery • 31% say that they have not assessed the risks relating to modern slavery in their operations and supply chains, and a further 10% say they have not assessed the risks but plan to do so within the next 12 months • 11% say they do not have a grievance mechanism or process in place that provides an opportunity for employees, suppliers and the ‘voice of the worker’ to be heard and have no plans to develop one, and a further 17% plan to develop a grievance mechanism within the next 12 months • 11% say their organisation or their labour hire provider recruits employees or workers from overseas, such as temporary or casual migrant workers, whilst a further 6% of suppliers say they are unsure if they do so. <p>Continued monthly engagement with the Property Council Modern Slavery working Group and participated in the review of the groups Modern Slavery Statements to inform best practice approach. Landcom also participated in a review of an industry led report on grievance mechanisms and as part of the consortium, engaged with subject matter experts throughout the year including emerging trends in supply chain risk.</p> <p>Improved the process for managing supplier pre-qualification requirements by directly linking it to the Procurement function within Landcom. The Procurement team now ensure that all relevant suppliers (contract values over \$150,000) have completed the PCA Platform assessment prior to executing contracts.</p>

³⁸ The above information accessed 14 July 2022

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>Where we are today</p> <p>Continued to monitor the implementation of Landcom’s modern slavery automated incident notification protocol, available to staff and Landcom contractors via Landcom’s OHS system Integrum.</p> <p>Updated compulsory modern slavery training for all Landcom staff which built on the initial training rolled out in FY21 that covered an introduction to modern slavery. The updates included additional context of modern slavery risk within the construction industry and further detail on how to access grievance mechanisms for reporting instances of modern slavery (available to staff and contractors) via Landcom’s OHS system Integrum.</p> <p>Adopted a new grievance mechanism which was communicated to staff as part of the modern slavery training and allows for anonymous reporting of modern slavery incidents internally via a bespoke Fraud, Corruption & Modern Slavery Notification Box. The box is monitored monthly by a single member of the legal team and reported to the Executive General Manager, Legal & Compliance.</p> <p>Continued regular internal working group meetings to inform Landcom’s implementation of the Management Plan. Progress on actions within the Management Plan are reported to the Executive Committee monthly and to the Board quarterly. Modern Slavery. Working group members include:</p> <ul style="list-style-type: none"> • Executive General Manager Communications & Policy • Director Sustainability & Learning • Director Commercial • Solicitor, Right to Information and Projects • Social Sustainability & Partnerships Manager. <p>Landcom aims for steady improvement within its business operations. This means engaging and educating suppliers around key topics like Modern Slavery. As part of the tender process, Landcom now requires all major contractors to be members of the Supply Chain Sustainability School. Contractors can then complete a short series of free learning modules on Modern Slavery.</p>
<p>Continued</p>	<p>Assessing effectiveness</p> <p>Engaged two independent experts to provide guidance for continuous improvement and strategic advice on our Modern Slavery Management Plan.</p> <p>Monitored and verified supplier PCA Platform Modern Slavery Assessments submitted by suppliers who were required to complete the platforms Modern Slavery Assessment. The completion of the assessment is part of Landcom’s pre-qualification obligations for procurement in addition to the requirement for suppliers signing up to the Supply Chain School training. (See Human Rights Performance Results p. 69 for more detail).</p> <p>The new process implemented for verification of completion on the Supplier Platform is now the responsibility of the Procurement team and supplier engagement on the outlined requirements is mandatory prior to contract execution.</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>Future priorities</p> <ul style="list-style-type: none"> • Continue to deliver on our Modern Slavery Management Plan including implementing actions to enhance our grievance mechanisms in order to reach a broader audience of sub-contractors and develop an appropriate remediation approach. As part of this work, we will continue to engage independent experts to inform our approach. • Continue to be actively involved with the Property Council Modern Slavery Working Group and participate in projects which are guided by academics and industry experts such as the afore mentioned review of Modern Slavery Statements. • Formulate an engagement plan with tier one high risk suppliers to understand their level of Modern Slavery risk and management maturity and collaborate to increase transparency of their own supply chains. In FY23 the focus in this area will be on using the data obtained from supplier disclosures via the PCA platform to build an awareness of risks posed by products sourced overseas and engage with suppliers to understand the level of due diligence they undertake to help inform our remediation approach. • Progressively expand our engagement and collaboration to medium and low risk suppliers. Explore the merit and opportunity to broaden the scope of suppliers required to complete the PCA platform modern slavery assessment beyond the current requirement of contracts exceeding the current \$150,000 threshold. • Continue to 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>Criteria 5: Describe how the reporting entity assesses the effectiveness of such actions.</p>	<p>Continued</p> <hr/> <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 FY22 Sustainability Report at Accountable & Collaborative Places Overview (p. 63), and Appendix F: GRI Content Index, indicators GRI 408 - 412 and UN Global Compact Principles 1-5 (p. 102).</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 have been addressing Human Rights and Modern Slavery as part of our Sustainable Places Strategy since 2017.</p> <p>Throughout FY22 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 FY22 Sustainability Report (p. 69).</p> <p>Landcom's contribution to the Sustainable Development Goals, including those related to Human Rights, is presented within our FY22 Sustainability Report at Appendix D: Sustainable Development Goals Alignment (p. 90).</p> <p>Landcom's United Nations Global Compact 'Communication on Progress' disclosures are presented within our FY22 Sustainability Report at Appendix F: GRI Content Index (p. 102).</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).³⁹



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

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> <p>Deliver 10% Affordable Housing across the Landcom portfolio.</p> <p>Deliver 15% diverse housing across our portfolio.</p> <p>30% of medium to high density dwellings within all new projects to achieve Liveable Housing Australia Silver Certification (or equivalent).</p> <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 for 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 and use industry recognised rating tools at a masterplan and built form scale, achieving not less than ‘Australian Best Practice’ equivalent.</p> <p>Healthy & Inclusive Places Targets</p> <p>90% of residents report high quality public, active and sustainable transport options to key amenities, services, and employment.</p>

³⁹ 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 well-being 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 well-being

Landcom is committed to ensuring our communities are mentally and physically well. We address this through the design of our communities, and through 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 Targets

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

FY22 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, the Mind Masters mental resilience school engagement programs with National Theatre for Children and the Poem Forest Program in partnership with Red Room Poetry.



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 the first workshop with Red Room Poetry supporting their 'Poem Forest' program. The program is a collaboration between Red Room Poetry and the Australian Botanical Gardens, supported by Landcom. The first program ran with Eagle Vale High School which is adjacent to Landcom's Hillcroft community at Claymore.

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

In FY22 Landcom continued our partnership with National Theatre for Children, which ran a number of educational workshops focused on building mental resilience to schools across Greater Sydney.

Sustainable Development Goals & Targets	Landcom Response
 <p>Goal 5: Achieve gender equality and empower all women and girls</p> <p>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</p>	<p>Landcom is committed to diversity and inclusion, including the engagement of women and girls.</p> <p>Accountable & Collaborative Places</p> <p>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.</p> <p>Activities</p> <p>FY22 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.</p>
 <p>Goal 6: Ensure access to water and sanitation for all</p> <p>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</p>	<p>Landcom recognises that water scarcity and drought are increasing issues for Australia. We’re committed to enhancing efficiency and reducing the unnecessary use of potable water, and ensuring water quality is not negatively impacted by our activities or the communities we build.</p> <p>Climate Resilient Places Targets</p> <p>Achieve water positive communities by 2028.</p> <p>All projects modelled to reduce mains potable water demand by 50% at the precinct scale against a 2016 reference case.</p> <p>BASIX 60 water target for all new dwellings within our development control.</p> <p>Water Sensitive Urban Design strategy for all projects, pollutant discharge loads not to exceed Nitrogen 45, Phosphorus 65, Suspended Solids 85, Gross Pollutants 90.</p>
 <p>Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Target: By 2030, increase substantially the share of renewable energy in the global energy mix</p>	<p>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.</p> <p>Climate Resilient Places Targets</p> <p>5% of predicted energy demand supplied from onsite renewable energy, where site constraints permit.</p> <p>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).</p> <p>Activities</p> <p>In FY22 Landcom committed that all future communities where Landcom is the master developer will be delivered as all-electric. This is expected to drive a greater reduction in GHG emissions in the future.</p> <p>In FY22 Landcom progressed research that encourages energy sharing for communities, businesses and local councils as well as research and implementation into smart energy precincts that are powered by 100% renewable sources.</p>

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 identifying any risks of modern slavery or human rights infringements within our operations or supply chain, and taking action.

Productive Places Targets

Enable 30,000 enduring jobs by 2036.

Activities

In FY22 Landcom Engaged over 7,300 students across our Skills Exchange, research and excursion programs and invested \$135,928 in research and development.

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.

In FY22 Landcom rolled out updated modern slavery compliance training to all staff and implemented mandatory supplier training on modern slavery through the Supply Chain School.

Sustainable Development Goals & Targets**Landcom Response**

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 and use 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 7,300 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 FY22 we continued to deliver against the Policy and Diversity & Inclusion Action Plan.

Sustainable Development Goals & Targets	Landcom Response
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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 10% Affordable Housing across the Landcom portfolio.

Deliver 15% diverse housing across our portfolio.

30% of medium to high density dwellings within all new projects to 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

During FY22 all projects within our business development portfolio, or active projects undertaking masterplanning or reviewing design and delivery options, presented to the Design Review Panel.

The panel provides expert review of projects, including the consideration of how to achieve accessible, affordable and safe design outcomes.

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 combatting 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.

Sustainable Development Goals & Targets	Landcom Response
 <p>Goal 14: Conserve and sustainably use the oceans, seas and marine resources</p> <p>Target: By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution</p>	<p>Climate Resilient Places Targets</p> <p>Water Sensitive Urban Design strategy for all projects, pollutant discharge loads not to exceed Nitrogen 45, Phosphorus 65, Suspended Solids 85, Gross Pollutants 90.</p>
 <p>Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss</p> <p>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</p>	<p>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.</p> <p>Climate Resilient Places</p> <p>All new projects enhance the local habitat, biodiversity or ecological communities, compared with the site conditions pre-development.</p> <p>100% timber used in construction is FSC certified (or equivalent).</p> <p>Activities</p> <p>Continued our partnership with the Sustainability Supply Chain School.</p> <p>In FY22 a total of 249.41ha of biodiversity will be protected and restored by National Parks, local councils or other entities aligned with legislative guidelines.</p>
 <p>Goal 16: Promote just, peaceful and inclusive societies</p> <p>Target: Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>	<p>Landcom seeks to advance inclusion and participation within and across communities through our Community Development and Welcome Programs, by sourcing data through our Healthy & Inclusive Places Survey, and between staff within our organisation.</p> <p>Healthy & Inclusive Places Targets</p> <p>Achieve 90% resident reported community cohesion across all new projects, by fostering the integration of community networks and facilities.</p> <p>Healthy & Inclusive Places Priorities</p> <p>Identify opportunities to positively impact diversity, inclusion and accessibility.</p> <p>Accountable & Collaborative Places Priority</p> <p>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.</p>

Sustainable Development Goals & Targets**Landcom Response**

Goal 17: Revitalize 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: Summary of Stakeholder Issues

Stakeholders	Consultation method	Issues
State Members of Parliament	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 and Environment Office of Environment and Heritage Transport for NSW Heritage Council of NSW Office of Strategic Lands Hunter and Central Coast Development Corporation Office of the Government Architect 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



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



Stakeholders	Consultation method	Issues
Department of Education, independent and public schools and universities	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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, Local Aboriginal Land Councils , NSW Aboriginal Land Council	<ul style="list-style-type: none"> Aboriginal Cultural Heritage Liaison Committee meetings Meetings, briefings and presentations Telephone, emails and letters 	<ul style="list-style-type: none"> Coordinate pre-construction activities Design of Aboriginal cultural heritage areas Other indigenous matters Ongoing consultation and collaboration opportunities
Media - TV news, radio and newspaper	<ul style="list-style-type: none"> Interviews Social media updates Media releases 	<ul style="list-style-type: none"> 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

Principle 7

Location or comment

		Location or comment
102-01	Name of the organisation	About This Report FY22 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	FY22 Annual Report, Our Organisation
102-06	Market served	FY22 Annual Report, Our Principle Objectives and Function
102-07	Scale of organisation	FY22 Annual Report, Our Performance - People FY22 Annual Report, Economic and Financial Highlights, Chair's Review, Major Projects
102-08	Information on employees and other workers	FY22 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 FY22 Landcom had no significant changes to the organisation size, structure, ownership or supply chain.
102-11	Precautionary principle or approach	Approach to Environmental Management
102-12	External initiatives	FY22 Annual Report, Chair's 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
FY22 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 [Staff Code of Conduct](#)

102-17 Mechanisms for advice and concerns about ethics
Landcom's [Staff Code of Conduct](#)
[Landcom's Supplier Code of Conduct](#)

102-18 Governance structure
FY22 Annual Report, Our Governance Structure

102-19 Delegating authority
FY22 Annual Report, Our 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 (NSW)*. See how we consulted [here](#).

102-22 Composition of highest governance body and its committees
FY22 Annual Report, Corporate Governance, Our Governance Structure

102-23 Chair of highest governance body
Note: As a State Owned Corporation Landcom has Minister Shareholders, not cross-shareholding or controlling shareholders.

Landcom's [Staff 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	<i>Landcom Corporations Act 2001 (NSW)</i> Appendix B: Task Force on Climate-related Financial Disclosures
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GRI 102: General Disclosures 2016**Principle 3****Location or comment**

102-30	Effectiveness of risk management process	FY22 Annual Report, Corporate Governance, Risk Management <i>Landcom Corporations Act 2001 (NSW)</i> Appendix B: Task Force on Climate-related Financial Disclosures
102-31	Review of economic, environmental and social topics	Landcom's Board meets monthly, and Audit & Risk Management Committee meets 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 concern	The Board is provided with 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	FY22 Annual Report, Executive Positions, Summary of Significant Accounting Policies
102-35	Remuneration policies	The majority of Landcom staff are employed in accordance with the Landcom Award 2022, 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	FY22 Annual Report, Financial Statements and Notes



102-46	Defining report content and topic boundaries	Reporting Boundaries
102-47	List of material topics	About This Report
102-48	Restatement of information	Any re-statements are indicated using footnotes in this report.
GRI 102: General Disclosures 2016		Location or comment
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
Principle 8		
201-1	Direct economic value generated and distributed	FY22 Annual Report, Chair's Review, FY22 Economic and Financial Highlights, Financial Statements 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
201-3	Defined benefit plan obligations and other retirement plans	FY22 Annual Report, Summary of Significant Accounting Policies
201-4	Financial assistance received from government	N/A. 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.
GRI 205: Anti-corruption Principle 10		Location or comment
205-1	Operations assessed for risks related to corruption	FY22 Annual Report, Managing a successful business FY22 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 Principles 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	N/A -Landcom's products are in the form of land and public infrastructure which is not supplied in physical packaging.
GRI 302: Energy		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	Climate Active Journey Case Study
302-4	Reduction of energy consumption	
302-5	Reduction in energy consumption of products and services	

**GRI 303: Water and Effluents**

Principles 8 & 9

Location or comment

303-1	Interactions with water as a shared resource	Landcom has an indirect relationship with water.
303-2	Management of water discharge-related impacts	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
303-3	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

Principles 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 areas are subject to legislative approvals. In FY22 we expanded the use of our biodiversity calculator to address key biodiversity metrics under the Global Reporting Index such as consideration of IUCN Red List species, areas of high value biodiversity, habitats protected or restored and significant impacts of our activities on biodiversity.
304-2	Significant impacts of activities, products and services on biodiversity	
304-3	Habitats protected or restored	Climate Resilient Places Pillar Overview
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Climate & Resilience Climate & Resilience Performance Results Biodiversity

GRI 305: Emissions 2016

Principles 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	Climate Resilient Places Pillar Overview
305-3	Other indirect (Scope 3) GHG emissions	Energy & Emissions and Water NSW Government Resource Efficiency Policy (GREP)



GRI 305: Emissions 2016		Location or comment
Principles 8 & 9		
305-4	GHG emissions intensity	N/A. 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	N/A. 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	
GRI 306: Effluents and waste		Location or comment
Principles 8 & 9		
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.



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> <p>Builders (17 suppliers) Civil works (21 suppliers) Landscaping (10 suppliers)</p> <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 were included for evaluation to help minimise impacts.</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 FY22 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
401-3	Parental leave	FY22 Annual Report, Our Performance - People
GRI 403: Occupational health and safety		Location or comment
403-1	Occupational health and safety management	FY22 Annual Report, Health, Safety & Environment, Risk Management
403-2	Hazard identification, risk assessment, and incident investigation	<p>Workplace Health & Wellbeing</p> <p>Landcom works with an integrated Health, Safety and Environment Framework aligned to international standards.</p>
403-3	Occupational health services	FY22 Annual Report, Managing our projects
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>FY22 Annual Report, Health, Safety & Environment</p> <p>Landcom has agreed to consult with workers through a Work Health and Safety Consultative Committee.</p>



GRI 403: Occupational health and safety		Location or comment
403-5	Worker training on occupational health and safety	Landcom Code of Conduct Landcom Supplier Code of Conduct FY22 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 to business relationships	Human Rights Performance Results Workplace Health & Wellbeing Landcom Code of Conduct Landcom Supplier Code of Conduct
403-8	Workers covered by an occupational health and safety management system	FY22 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		Work-related ill health
404-1	Average hours of training per year per employee	FY22 Annual Report, Measuring employee experience and people performance
404-2	Programs for upgrading employee skills and transition assistance programs	Workplace Health & Wellbeing FY22 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	FY22 Annual Report, Appendix Corporate Governance FY22 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 Accountable & Collaborative Places Overview Overview Human Rights
GRI 408: Child Labour Principle 5		Location or comment
408-1	Operations and suppliers at significant risk of incidents of child labour	Accountable & Collaborative Places Overview Human Rights Performance Results Appendix C: Modern Slavery Statement
GRI 409: Forced and compulsory labour Principle 4		Location or comment
409-1	Operations and suppliers at significant risk of incidents of forced or compulsory labour	Accountable & Collaborative Places Overview Human Rights Performance Results
GRI 411: Rights of indigenous peoples Principle 1		Location or comment
411-1	Incidents of violations involving rights of indigenous peoples	Nil
GRI 412: Human Rights Assessment Principles 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 Performance Results 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 and Safety Performance Results
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	FY22 Annual Report, Health, Safety & Environment



In the spirit of reconciliation, Landcom respectfully acknowledges the Traditional Custodians of Country throughout Australia and recognises and respects their continuing cultural heritage, beliefs and connection to land, sea and community. We pay our respects to their Elders past, present and emerging. Country across Australia always was and always will be traditional Aboriginal land.



Creating more affordable and sustainable communities