

SUSTAINABILITY REPORT

FY24



LANDCOM



Message from the CEO

It is my great pleasure to introduce Landcom's FY24 Sustainability Report. This year marks seven years of us working towards the leadership goals and targets in our Sustainable Places Strategy.





This report demonstrates our continued commitment to make a positive difference in people’s lives across NSW by increasing the supply, affordability and diversity of housing and creating sustainable communities.

As the affordability crisis continues to impact every day Australians, Landcom is committed to unlocking the delivery of high quality, affordable housing. We also strive to ensure that homes are resilient to the impacts of climate change, and focus on how design, materials and thermal efficiency can improve the comfort and liveability of a place to its occupants.

As this report goes to publication, the new Australian Sustainability Reporting Standards (ASRS) have been signed into legislation. With Landcom being a climate-disclosure leader in Australia via the voluntary adoption of the Task Force for Climate-related Financial Disclosures since 2019, we’re embracing the new mandatory standards and look forward to seeing the positive change this has across the economy. The timing aligns well with Landcom’s intent to adopt a Net Zero Plan in 2025, with a strong focus on how we can drive down Scope 3 emissions in our operations and supply chain.

Finally, we expect to see Nature become a bigger part of the conversation in the coming year. We know Landcom’s operations have a direct interface with the natural environment, which is why we’ve had a leadership goal since 2017 to drive net positive nature impacts across our projects. In the coming year we’ll leverage the new and voluntary Task Force for Nature-related Financial Disclosures to guide us in the identification of opportunities and impacts across our operations.

Alexander Wendler
Chief Executive Officer, Landcom





Where to next with the Sustainable Places Strategy

Landcom has been pushing ourselves and our industry to achieve more sustainable communities for over 20 years. Our Sustainable Places Strategy was formally adopted in FY18, and we are now well into the delivery of this 10-year plan. As we look towards our 2028 leadership goals we continue to push towards our enhanced performance targets, and in turn get closer to meeting our goals.

Within this year's report, we are sharing our performance against these enhanced targets, as they are fully integrated into our business. For a summary of the revised targets please see the [FY23 Sustainability Report](#).

We remain committed to achieve our leadership goal to enable carbon neutral, zero waste, water positive and net positive ecological outcomes by 2028.





Climate Resilient Places



Healthy & Inclusive Places



Productive Places



Accountable & Collaborative Places

Highlights



Climate Active Organisation Certification



Published our Carbon Offsets Statement supporting local, nature-based carbon projects



Kellyville and Bella Vista 5 Star Green Star Communities certification



Progressed our Reflect Reconciliation Action Plan



GRESB Result 95/100 and 4 Green Stars



United Nations Global Compact participant

About this report

Our Sustainability Report is an account of our sustainability performance during the 2024 financial year (FY24), with independent assurance provided by ERM. 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 2001 (NSW)* requires us to report annually against our sustainability performance.

The Act states we must adopt sustainability performance indicators that are benchmarked against international best practice.

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

An integral part of the Strategy was declaring our intention to enhance our performance targets over time in order to attain our goals. Enhanced targets were agreed by the business in FY23 and are now fully integrated for new projects.

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 approach to sustainability.

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 were independently reviewed in early 2023, and all remain current.

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	Embrace energy-efficient, low carbon economy principles to future proof and build resilience.	Climate Resilient Places
Human Rights	Uphold universal principles of human rights for the collective benefit of our communities and organisation.	Healthy & Inclusive Places Accountable & Collaborative Places Modern Slavery Statement United Nations Global Compact – Communication on Progress Report
Community Wellbeing & Cohesion	Create cohesive and resilient communities that are safe and inclusive.	Climate Resilient Places Healthy & Inclusive Places
Diverse & Affordable Housing & Communities	Enable diverse and affordable housing outcomes that support the needs of our customers and reduce the cost of living for members of our communities.	Climate Resilient Places Healthy & Inclusive Places
Natural Capital Protection & Management	Conserve and enhance our green and blue spaces and tread lightly on the land.	Climate Resilient Places Accountable & Collaborative Places
Stakeholder & Community Engagement & Satisfaction	Collaborate, listen and involve stakeholders in creating a shared vision that is valued by those who interact in our communities.	Healthy & Inclusive Places



Material matters	What this means for Landcom	Addressed within this Report
Accessibility, Transport & Movement	Connect people with the places they want to go in the most sustainable way.	Accountable & Collaborative Places
Respecting Indigenous Culture & Heritage	Respect and acknowledge First Nations and embrace reconciliation.	Accountable & Collaborative Places
Supply Chain Engagement	Engage, partner and innovate with our supply chain for shared value outcomes.	Accountable & Collaborative Places Modern Slavery Statement
Local economic prosperity	Support local communities to prosper through local jobs, training, education and employment.	Productive Places

Reporting Boundaries

Our Sustainable Places Strategy applies to all new master plan activity and projects during FY23 reporting period. As a master 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 FY23 and are mapped against each pillar (relevant to projects) of our Sustainable Places Strategy. All projects are within the State of NSW, Australia.

Our commitments within Accountable & Collaborative Places are applicable to Landcom as an organisation.

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

Table key

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

Geography	Asset				Project overview
Corporate	Operations	N	N	Y	Landcom maintains its head office tenancy at Parramatta.
Construction unit	Dwellings and public buildings	Y	N	N	Construction of social housing on behalf of Homes NSW at various sites, and the delivery of landscaping and community infrastructure at Edmondson Park and Thornton.
Greater Sydney	Edmondson Park	Y	N	Y	Owner/Master Developer. Approximately 4,000 new homes in a mixed use community with 150ha regional park.
	Macarthur Heights	L	Y	L	RPDA with Western Sydney University. Approximately 950 residential lots. Includes 42ha of parklands plus sporting fields.
	Macarthur Gardens North	Y	Y	Y	Owner/Master Developer. Approximately 1,250 dwellings across 4.5ha, with an additional area greater than 10ha set aside for open space and community facilities.
	Airds (Newbrook)	L	Y	N	RPDA with NSW Land and Housing Corporation. 1,500 lot public housing estate redevelopment into a masterplanned community of approximately 1,800 homes.
	Claymore (Hillcroft)	L	Y	N	RPDA with NSW Land and Housing Corporation to revitalise approximately 1,150 homes at Claymore public housing estate.
	Sydney Metro North West Places	Y	Y	Y	RPDA with Sydney Metro covering Tallawong, Kellyville, Bella Vista, Norwest, Hills Showground, Castle Hill, Cherrybrook and Epping stations. Sydney Metro delivers the infrastructure and new stations, and Landcom delivers the communities surrounding each station.



Geography	Asset				Project overview
Greater Sydney	Schofields	Y	Y	Y	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 (Panorama)	Y	Y	Y	Approximately 5,600 future homes and a mixed use community. 400+ha of environmental conservation area and supporting social and transport infrastructure.
	Queenscliff	Y	Y	Y	Landcom and Link Wentworth partnership to transform the former Queenscliff (Northern Beaches) Community Health Centre into a new affordable and diverse housing development.
	Austral	Y	Y	Y	Landcom and the Office of Strategic Lands are working together to deliver a 38ha site on Gurner Avenue in Austral.
	Guntawong Road	Y	Y	Y	Landcom and the Office of Strategic Lands are working together to deliver a range of diverse housing across 29ha at Tallawong, in Sydney's northwest.
	Rooty Hill	Y	Y	Y	Landcom and the Office of Strategic Lands are working together to deliver a mix of housing types near the Rooty Hill train station. Between 300-500 homes are proposed, subject to the planning approvals process.
	Wentworth Point	Y	N	Y	Landcom in partnership with Transport for New South Wales, will deliver approximately 406 apartments, with around 15% designated as affordable rental housing for low to moderate income groups.
	Glenfield	Y	Y	Y	Approximately 3,900 dwellings mixed between detached housing, terraces, townhouses and apartments across 108ha.
Regional	Garden Suburb (formerly Hillsborough)	L	L	L	The Garden Suburb project will include 105 dwellings, with 66 freestanding homes, and preserve 70% (28ha) of the site as bushland. The project will also include a partnership with a local community housing organisation to supply a minimum of 30% of homes as affordable.
	Fennell Bay	Y	N	Y	Approximately 600 future residential lots with a biodiversity conservation zone of approximately 192ha.
	Bulli	Y	Y	Y	Landcom has acquired the former Bulli Hospital site. Subject to approvals, this site will deliver approximately 50 homes catering to various lifestyles and budgets, with 10% allocated to affordable rental housing.
	North Tuncurry	Y	N	Y	The project is a RPDA with NSW Crown Lands and will take a staged approach, delivering approximately 2,100 dwellings over the next three decades to meet local housing needs.
	Orange	Y	Y	Y	Landcom and Orange City Council are working together to create a new residential neighbourhood of approximately 300 diverse, affordable and sustainable homes across 24ha.
	Bomaderry	Y	Y	Y	This new project will deliver around 60 build-to-rent apartments in low-rise buildings as part of the Government's build-to-rent program. At least 20% of these will be affordable rental housing.
	East Lismore / Northern Rivers	Y	Y	Y	The East Lismore project will offer around 50 build-to-rent apartments in mid-rise buildings. 20% of these apartments will be affordable rentals for low and moderate-income households.

Landcom's complete portfolio of projects since our inception can be found [on our website](#).



Climate Resilient Places

This pillar is focused on our leadership goal to 'enable carbon neutral, water positive, zero waste and net positive ecological communities by 2028'.





Climate Resilient Places Pillar Overview

Goal: 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.

This leadership goal aligns to and supports the Paris Agreement, the United Nations Sustainable Development Goals, the exposure draft Australian Sustainability Reporting Standards (ASRS) and Taskforce on Nature-related Financial Disclosures (TNFD).

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.

Relevant Sustainable Development Goals





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 PRECINX 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 at both a precinct scale and building 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. This extends to the building level through regulatory frameworks such as the Sustainable Buildings State Environmental Planning Policy (SEPP). In FY24, we matured our targets beyond just limiting stormwater discharge pollutant loads from our sites and striving for water positive outcomes at the precinct scale. This minimises both upstream and downstream water quality impacts in the communities we develop. Urban stormwater modelling software such as MUSIC¹ is still used to measure pollutant loads across our projects.

To see our FY24 performance see [Energy & Emissions Performance Results \(p.18\)](#), or for Water see [Water Performance Results \(p.25\)](#).

Environmental Management

We adopt independent third-party rating tools and certifications, or exceed 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.

Green Star, administered by the Green Building Council of Australia, is Landcom’s preferred independent and voluntary rating tool for precincts and built form. We also adopt the National Australian Built Environment Rating System (NABERS) to validate the operational sustainability of eligible non-residential built form.

Historically we have measured the energy and water efficiency of homes in accordance with the *Environmental Planning and Assessment Act (1979)* Building Sustainability Index (BASIX)². For many years Landcom has set above compliance BASIX targets. However, BASIX has recently been revised with a significant elevation in energy efficiency required of new homes from 1 October 2023³. Therefore, there is no longer a need for Landcom to adopt higher than compliance BASIX Energy targets.

For our FY24 activities related to Environmental Management, see [Environmental Management Performance Results \(p.20\)](#).

Asset Type	Rating Tool	Rating Tool Provider
Communities or precincts	Green Star Communities	Green Building Council of Australia
Buildings	Green Star Buildings / Homes	
Buildings other than residential	NABERS	NSW Department of Planning and Environment
Residential dwellings	BASIX	

1 In some instance, Landcom may use other rating tools in lieu of, or in addition to those outlined. This is at Landcom’s discretion.

2 [About BASIX](#).

3 [BASIX Review](#).



Climate & Resilience

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

For physical and social risks across projects we use our Resilience-In-Design checklist to consider common climate risks during the early phases of a project’s design, complete site-specific climate risk assessments for all new projects which are reported to management and adopt adaptation plans. Examples of climate risks assessed include bushfire, drought, extreme heat, extreme rainfall and flooding, extreme storms and sea level rise, emergency access and egress, health and safety, while recent transition risks assessed include negative insurance and mortgage implications. Understanding that the homes and infrastructure within our communities can have 50 year design lives, we use 2030, 2070 and 2090 time horizon climate projections where available to guide our understanding of future risk. The overall objective is to better understand the shocks and stresses our communities may be exposed to, understand which of those may have the most material or financial impact, adapt our approach to mitigate or minimise those impacts, and enhance the resilience of our communities now and into the future.

More broadly, our Climate Risk Management Plan governs both physical and transition risk management for Landcom. This includes ongoing actions for delivery based on financial, reputation and market risk modelling, as well as the inclusion of climate risk within the organisation’s Risk Appetite Statement. Landcom is looking to add a nature risk to its Risk Appetite Statement in FY25.

Our Executive team and Audit & Risk Management Committee are updated twice a year regarding ongoing management of climate risks, or more frequently if necessary.

To read more on our management of climate risks see [Appendix B: Task Force on Climate-related Financial Disclosures \(p.76\)](#) and how Landcom is responding to impending changes recommended through the ASRS.

Biodiversity

Strong biodiversity and ecological communities are essential to enabling resilience. Our 2028 leadership goal seeks to enable net positive ecological outcomes at the completion of our projects.

This is particularly important in light of global frameworks including the TNFD and Kunming-Montreal

Global Biodiversity Framework, as well as the need to pursue more nature-based solutions to support the nexus of biodiversity enhancement and climate resilience.

We abide by legislative requirements including the *Commonwealth Environmental Protection and Biodiversity Conservation Act 1999* (EPBC) and *NSW Biodiversity Conservation Act* (BC Act) when addressing areas of biodiversity.

When we purchase biodiversity offsets for our development approvals, we use the NSW State Government BioBanking Scheme which commits landowners 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.

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.

We continue to use our Biodiversity Calculator to address key biodiversity metrics under the Global Reporting Initiative (GRI) 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. As we progress our response under the TNFD, these metrics will be increasingly important to demonstrate progress towards positive impact.

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%

For our FY24 performance against our Climate & Resilience targets, see [Climate & Resilience Performance Results \(p.15\)](#).

Waste & Materials

Landcom's environmental leadership goal for 2028 includes enabling zero waste communities.

To do this we advocate for responsible use of resources, and diversion from landfill. 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.

While we are focused on reducing waste within our own offices ([refer Case Study: Landcom Office Refurbishment p.24](#)) it is construction and demolition waste that is material to Landcom's operations. As part of our ongoing commitment to reduce waste and increase responsible materials use, we continue 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 FY24 performance results against our Waste & Materials targets, see [Waste & Materials Performance Results \(p.22\)](#).

Future Priorities

Over the next few years we intend on looking at a range of priority areas, including:

- understanding Landcom's role in regenerating or restoring biodiversity and local watersheds within our communities in line with the latest global frameworks;
- better understanding the responsible product value of our built form materials selection, ensuring they are responsibly sourced;
- establishing how life cycle assessments may improve our supply chain and reduce embodied carbon and waste at our projects in both civil works and built form.

In FY24 we continued our investigations into how Landcom can better deliver against our leadership goal within the areas we operate using the above opportunities, including piloting a number of actions both internally and at our communities. These actions have helped deliver on our leadership goal, while supporting achievement of the new targets in our Sustainable Places Strategy.





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 risks and are waste conscious.

FY24 Performance Results

The below table outlines our FY24 performance against our Climate & Resilience Targets.

Focus Area	Objective	Target	FY24 performance
Climate & Resilience	To respect, conserve and regenerate our natural environment and embed adaptation and resilience into all precincts, and expand community awareness	All projects implement actions to address identified physical and transition climate risks	100% in scope projects have achieved
		Net positive biodiversity portfolio performance	Net positive (+3%) overall portfolio performance
		All projects achieve a net urban heat reduction	100% in scope projects have achieved
		All new built form adopts industry best practice Solar Reflective Index (SRI) minimums	100% in scope projects have achieved

Climate Change Risk and Community Resilience

All our new in scope projects since the launch of the Sustainable Places Strategy, and all relevant legacy projects, now have undertaken climate resilience assessments in alignment with the IPCC AR5 Representative Concentration Pathways 4.5 and 8.5 climate projections.

As the New South Wales and Australian Regional Climate Modelling (NARClIM) project has updated their climate projections, from FY25 Landcom will begin incorporating AR6 Shared Socioeconomic Pathway (SSP) data into our resilience assessments. Furthermore, all communities have embedded and/or implemented actions to reduce the physical and social risks of climate change.

‘Extreme risk’ from extreme heat is common to almost all Landcom sites and based on global projections, likely to increase in risk over the short, medium and long-term. 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.

More broadly, Landcom strives to be an industry leader in responding to and disclosing climate risks in accordance with 11 TCFD Recommended Disclosures. As the TCFD finished in 2023, Landcom is well placed for upcoming ASRS requirements and any cross-governmental requirements. Further detail on these efforts can be seen in [Appendix B: Task Force on Climate-related Financial Disclosures \(p.72\)](#).

In FY24 we continued to mature our approach to transition risks. Several transition risks are now being captured at the project level within our new digital climate risk tool and continues to be part of our organisational response to managing climate risk.

Key transition risks for Landcom over the short-term include:

- increasing insurance premiums for residents;
- increasing requirements to secure mortgages;
- supply chain challenges in procuring green products within construction.



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 FY24, only Bomaderry is in scope for our new UHI Reduction target. Through the combination of retaining mature trees, replanting a substantial portion of the site and using materials that adequately reflect solar radiation, the project contributes to reducing UHI. As our communities progress through masterplanning and into development, actions such as these will be carried across our portfolio to respond to UHI.

Furthermore, only one project was in scope in FY24 for the new SRI target, Bomaderry. The project is achieving the target through the use of materials choices for roofing and facade that adhere to the SRI minimums.

Biodiversity

New projects in scope for FY24 include Glenfield and Rooty Hill, both of which are currently making a net-positive biodiversity contribution.

Both projects are developing land containing a large amount of previously cleared and degraded land, and are restoring and planting a total of over 60ha of landscaped areas to improve biodiversity, amenity and urban heat outcomes.

Glenfield is forecast to contribute a moderate (3%) net positive change in biodiversity value, due to the project retaining over 4.8ha of good condition significant habitat on-site including Cumberland Plain Woodland and the riparian corridor at the north-eastern corner of the community. Rooty Hill is forecast to contribute a moderate (6%) net positive change in biodiversity value, due to an increase in landscaped areas and plantings throughout the open space and streetscape.

Both projects however will result in the removal of native vegetation, including native species habitat. While both projects will have potentially irreversible impacts to threatened species, with increased restoration, native landscaping and plantings, we can return a net-positive outcome and reduce our overall impact.

Indirect risks such as transport of weeds and/or pathogens and inadvertent impacts on adjacent habitat or vegetation are possible during development of our communities, however we continue to effectively manage these risks 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 enabling 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	1
Endangered IUCN Red List Species	2
Vulnerable IUCN Red List Species	5
Near Threatened IUCN Red List Species	2
Least Concern IUCN Red List Species	11
Critically Endangered ‘EPBC Act’ Listed Species	0
Endangered ‘EPBC Act’ Listed Species	0
Vulnerable ‘EPBC Act’ Listed Species	4
Marine ‘EPBC Act’ Listed Species	0

Landcom's main direct impact on biodiversity and nature results from the removal of native vegetation and species habitat to develop housing and supporting infrastructure. As early adopters of the TNFD, Landcom will undertake the LEAP (Locate, Evaluate, Assess, Prepare) approach adopted within the TNFD framework to support internal, nature-related risk and opportunity assessments ([refer Case Study: TNFD p.53](#)) comprising the following four phases:

- Locate: Landcom's interface with nature
- Evaluate: Landcom's dependencies and impacts
- Assess: Material risks and opportunities
- Prepare: Response to nature-related risks and opportunities and report

As we work towards reporting under the TNFD framework in FY25, in addition to undertaking the LEAP approach, Landcom will look to expand the metrics that we use to inform planning decisions and report on our nature-related impacts.

Landcom's new target from FY24 is to achieve a net-positive biodiversity portfolio performance. This is measured by aggregating the results from Landcom's biodiversity calculators across the portfolio. The majority of Landcom's portfolio of communities are located in metropolitan and urban areas, with 17 out of 18 projects in-scope located within the Sydney Basin. Portfolio-wide, Landcom's projects achieve a 3% net-positive biodiversity performance - managing over 1,300ha of land that supports positive biodiversity outcomes.

While Landcom's primary function is to develop land to deliver affordable and sustainable housing, our development footprint only covers a total of 43% of the site area across the portfolio. The remaining 57% is made up of habitat, waterways and water bodies, and landscaped areas including open space. The majority of habitat on-site is in good condition (71%), whereas 12% of habitat is in poor condition and has the potential to be improved through regeneration efforts.

While riparian land only makes up a small proportion of our project sites, waterway health and stormwater management remain key priorities for Landcom given the sensitivity of these ecosystems and is discussed further in our Water section.

Furthermore, 27% of our development footprint is located on land that is potentially home to threatened species. The most common species identified under the BC Act and EPBC Act are shown in the table below.

BC Act Affected Species	No. sites
Southern Myotis	10
Little Lorikeet	8
Eastern False Pipistrelle	8
EPBC Act Affected Species	No. sites
Swift Parrot	5
Cumberland Plain Woodland	4
Rufous Fantail	1



Figure 1: Rufous Fantail
(Image source: Birdlife.org.au)



Figure 2: Little Lorikeet
(Image source: Birdlife.org.au)



Figure 3: Eastern False Pipistrelle
(Image source: Australian Museum)



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.

FY24 Performance Results

The below table outlines our FY24 performance against our Energy & Emissions Targets.

Focus Area	Objective	Target	FY24 performance
Energy & Emissions	To conserve energy and drive energy efficient, low carbon, low emissions precincts for the future	70% GHG emissions weighted portfolio reduction	47% weighted portfolio GHG reduction
		10% upfront and embodied carbon weighted portfolio reduction	No projects in scope across Landcom delivered works
		20% forecast precinct energy demand is supplied by renewable energy, or a smart energy solution	One project in scope, achieved 16%

Greenhouse Gas Emissions Reduction

Our emissions reduction target seeks to minimise greenhouse gas emissions predominately through the adoption of energy efficient design and provision of renewable energy infrastructure as well as incentives to encourage efficient building systems and appliances.

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*.

Understanding that across our portfolio, projects are in different phases of the development lifecycle and move at different timings across each financial year, Landcom will continue to identify opportunities at our sites to further improve energy performance and reduce GHG emissions, reporting updates year-on-year.

Collectively the portfolio emissions reduction is 47% against the 2016 metro average. Of note, communities including North Wilton, Austral, Bulli and Garden Suburb already exceed our 70% reduction target.

Higher-density projects such as Kellyville, Bella Vista and Macarthur Gardens North 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.

Divestment strategies for these projects look to include requirements around renewable energy power purchase agreements to supplement onsite energy production and

ensure clean electricity for residents.

Conversely, our lower-density projects, such as at Bulli, Austral and North Wilton, continue to exceed our emissions targets due to the increased uptake and size of solar PV systems relative to dwelling size.

As Landcom is expanding its emissions boundary to include upfront and embodied carbon, we have progressed our carbon neutral leadership goal towards a Net Zero approach. Early action and next steps can be read in our [Case Study: Net Zero Transition Plan \(p.19\)](#). There were no eligible, delivered projects across our portfolio this year for our new upfront and embodied carbon reduction target. Landcom anticipates being able to report against this in FY25.

Onsite Renewable Energy

Landcom’s new onsite renewable energy target is for 20% 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, or the use of mechanisms like renewable energy power purchase agreements.

In FY24 Landcom had one project in scope for reporting, our Build to Rent project at Bomaderry. The project has not achieved the target, showing approximately 16% of total demand delivered by onsite renewables. As the design progresses the project team will continue to look for opportunities to improve energy efficiency or increase the amount of solar PV provided to improve on this result.

Q CASE STUDY

Planning for our journey to Net Zero

Landcom has been making concerted efforts to reduce our emissions since 2018. Now we're turning our attention towards planning for Net Zero.

In March 2020, the NSW Government launched its Net Zero Plan Stage 1: 2020-2030, which provided the foundation and start of NSW's action on climate change to reach a goal of Net Zero by 2050. The *Climate Change (Net Zero Future) Bill 2023*, legislated at the end of 2023, furthered this commitment and outlined clear targets for the NSW Government to achieve Net Zero.

Our Ministerial Statement of Expectations encourages us to help deliver on the Government's Net Zero Plan. The diagram below outlines how far we have come, how far we still need to go and the actions we need to take to get there.

Over FY24, Landcom worked with Sustainability Advantage in their Net Zero Accelerator Program to start preparing for, and understanding, what a Net Zero plan would look like for Landcom. We know this will need to detail what actions Landcom can take to enable carbon neutral outcomes at our communities in the near term, and facilitate a full transition to Net Zero over the medium to long term for all our operations.

In early FY25 we will be engaging with our internal stakeholders to map out what a transition to Net Zero will require, and what opportunities can be harnessed.

Our future plan will align with NSW Government targets in the beginning as we look to accelerate action to achieve those targets ahead of schedule. We anticipate releasing this Net Zero Transition Plan in FY25.

Gathering comprehensive data for all downstream Scope 3 emissions will be challenging. We're not shying away from this challenge, and have already started tracking greenhouse gases at the upfront and construction phase for Panorama, and have three other projects reviewing embodied carbon for Class 1a and Class 2 buildings.

In FY25 we hope to have an informed estimate of the carbon generated by our primary land development and construction activities.

We know our emissions profile will rise, as we include downstream Scope 3 activities into our reporting boundaries. Supporting our supply chain to decarbonise is expected to be a high priority in Landcom's future Net Zero Plan.

2001

- Sustainability embedded in our Act

2017

- Launched our Sustainability Places Strategy
- 10 material issues, 4 leadership goals, 30+ targets

2018

- Committed to accelerated actions towards achieving a 2028 leadership target for carbon-neutral emissions

2019

- First Climate Active report
- First Climate Risk Management Plan
- Climate Change & Resilience Gap Analysis



2023

- Delivered first all-electric community (Panorama at North Wilton)
- New sustainability target set
- Started first Transition Plan

2022

- Transition Risk Business Case
- Reconciliation Action Plan launch
- *Australian Government commitment to a renewed target of 43% reduction in emissions by 2030*

2021

- Initiated financial implications modelling of selected climate-related transition risks over the next 20 years
- First decision for no natural gas in future communities

2020

- First Modern Slavery Statement
- Adopted the TCFD Recommendations & First Disclosure
- *Net Zero Plan Stage 1 launched by NSW government to achieve net-zero emissions by 2050*



2024

- Release first Transition Plan
- Measure and understand Landcom's downstream Scope 3 emissions

2030

- 50% reduction in net GHG emissions from 2016 GHG levels

2035

- 70% reduction in net GHG emissions from 2016 GHG levels

2050

- Net zero across the value chain (all scopes)



Environmental Management Performance

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.

FY24 Performance Results

The below table outlines our FY24 performance against our Environmental Management Targets.

Focus Area	Objective	Target	FY24 performance
Environmental Management	To maintain and enhance a culture of high environmental performance	All projects achieve a certified Green Star rating	100% of in scope projects have achieved or are on track.
		5 Star NABERS rating for all office, hotel and retail	100% of in scope projects have achieved
		All Landcom controlled dwellings achieve ‘Low’ BASIX materials rating	100% of controlled dwellings achieved
		All residential dwellings to achieve BASIX 60 water rating	0% of dwellings achieved

Green Star

In FY24, two of our Sydney Metro Northwest projects Kellyville and Bella Vista achieved 5 Star Communities ratings, representing Australian best practice.

Our SMNW Places precincts at Hills Showground continues to deliver Green Star ratings through condition of sales. The Precinct East portion of Hills Showground achieved a 5 Star Design & As Built rating in FY24.

Equally, Landcom registered six new communities for Green Star ratings over FY24, across both Buildings and Communities rating tools. This includes a 4 Star Buildings rating ambition for our BTR project at Bomaderry, 5 Star Communities rating ambition for our communities at Austral and Rooty Hill, while Orange, Guntawong Road and Glenfield are aspiring for a 6 Star Communities rating.

In addition, while not registered by Landcom, our Demonstration Home partnership with Macdonald Jones Homes has registered for a Green Star Homes certification.

NABERS Certification

Landcom had two projects in scope within the reporting period. This included the SMNW Places Precincts of Kellyville and Bella Vista. Both precincts have included 5 Star minimum ratings for both Energy and Water within the ESD reports that form part of the State Significant Development Application approval. These will be further conditioned within contracts of sale for individual divestments.

BASIX Certification

As the release of new BASIX compliance requirements under the new State & Environmental Planning Policy for Sustainable Buildings occurred in October 2023, Landcom is still working to understand the increased performance around Energy, how the new Materials disclosure is working and continuing to push performance around Water. Our disclosures for FY24 focus on the simple ways in which Landcom has continued to lead high performance BASIX outcomes, despite this being largely outside of our operational control.

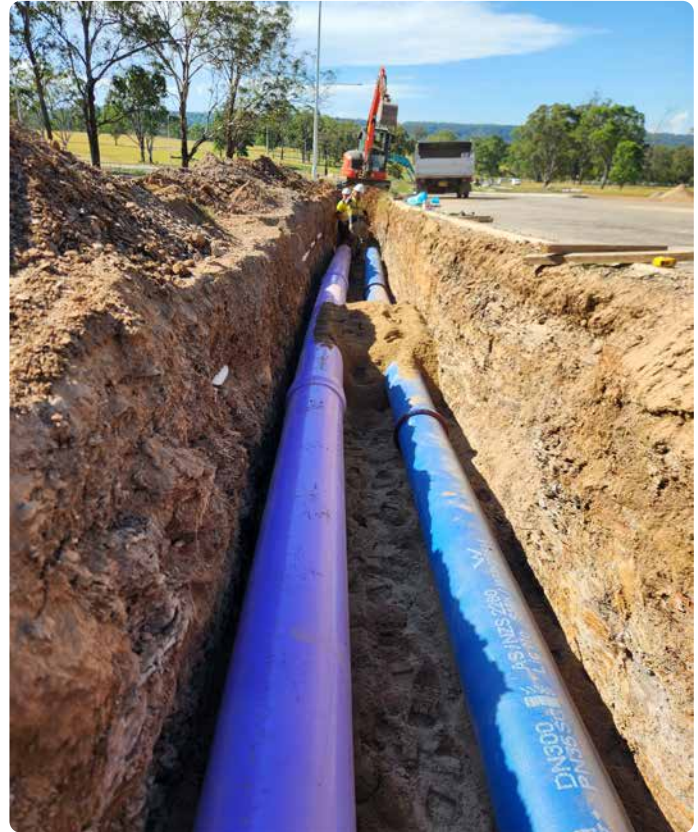
Airds, which is being delivered in partnership with Homes NSW continued to achieve individual BASIX Energy ratings of 90 (average 85.8) for 9 of the 10 dwellings delivered in the reporting period. This high performance continues to be driven by the installation of solar photovoltaic (PV) systems on homes. These homes will provide much needed accommodation to those in need of social housing. High performing, energy efficient and thermally comfortable dwellings result in much lower running costs for residents, which is especially important for vulnerable communities susceptible to the pressures of affordability.

At Macarthur Heights, Landcom continues to honour \$15,000 sustainability rebates for the achievement of BASIX 90 home energy ratings. This is part of our effort to make homes more resilient and lower the cost of living for residents via incentives, as we do not have operational control over the dwellings delivered. In FY24, a total of 33 rebate claims were approved with a total investment from Landcom of \$225,000. Over the life of the program, Landcom has approved and paid out 122 claims, totaling \$831,818.

In FY24, Landcom had two dwellings under our control subject to the new BASIX Materials requirement, being our Demonstration Home and Sales Centre at our North Wilton community. They both achieved a 'Low' score of -43 and -93, respectively. We will continue to deliver this requirement through relevant divestments into FY25. Additionally, both of these dwellings achieved BASIX Energy 100, meaning they can operate on a net zero energy basis, all but eliminating energy bills for residents.

In FY24, none of our dwellings achieved our BASIX Water target, covering Airds, North Wilton and Bomaderry. As the recycled water connection comes online at North Wilton however, the recent sales of lots are expected to come through our design review in early FY25 with ratings above BASIX Water 60. All of our dwellings have however met or exceeded NSW minimum BASIX Water requirements.

As we push for higher than compliance with our water target, connections to recycled water and rain tanks become increasingly important in our projects.



Purple pipes being laid for recycled water supply at Panorama, North Wilton



Purple pipes being laid for recycled water supply at Panorama, North Wilton



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.

FY24 Performance Results

The below table outlines our FY24 performance against our Waste & Materials Targets.

Focus Area	Objective	Target	FY24 performance
Waste & Materials	To drive innovation in waste reduction, and further enable the use of responsible resources	98% portfolio construction waste is diverted from landfill	99.7% portfolio construction waste diverted
		80% portfolio demolition waste is diverted from landfill	No projects in scope in FY24
		100% of construction timber is industry certified	100% of construction timber certified

Waste

In FY24 there were four projects in scope for reporting against our construction waste diversion target; Edmondson Park, North Wilton, Macarthur Heights and Airds. No completed projects had demolition waste.

Edmondson Park awarded a recent contract for civil works and committed to a target of 95% waste diversion, which while slightly lower than our new target, is consistent with the legacy delivery of this community. Diversion will be achieved by reducing off-cuts and relocating drainage pits to reduce potential waste generated, on-site waste stream segregation for concrete, wood, metal, plastics and other materials, clearly labelling bins throughout the construction site and partnering with recycling facilities nearby to reuse concrete, metal and other construction materials. Landcom will look to improve on the committed diversion throughout construction to achieve a higher result.

Panorama at North Wilton Stage 1 works reached practical completion, and demonstrated a 99% waste diversion rate, including recycling over 470 tonnes of concrete and 50 tonnes of waste asphalt generated.

Lake Thomson, located in our Macarthur Heights community, achieved a 99% waste diversion rate across the works, reusing 100 tonnes of green waste on-site, reusing 7,194 tonnes of earthworks fill off-site, and recycling all waste concrete and steel generated on-site.

Significant progress has been made on civil construction for Landcom’s Airds community. Overall, Airds achieved a 97% waste diversion rate, recycling over 1,000 tonnes of vegetation waste, 400 tonnes of concrete, 9,400 tonnes of earthworks fill and 16,225 tonnes of excavated natural materials on-site. A further 4,144 tonnes of hazardous waste was disposed of off-site.

While individually, two of the three completed projects have achieved Landcom’s new waste diversion target, Airds, being an older project, has exceeded Landcom’s old diversion target of 95%, contributing to the portfolio performance exceeding our new target.

We acknowledge that there are waste streams from our construction activities that still need to be diverted from landfill if we are to enable zero waste outcomes in our construction activities by 2028. Common items that are still landfilled include offcuts from water infrastructure and packaging from suppliers.

In FY25 we will explore opportunities to partner with recycling centres, organisations and research institutes to find recycling and re-use options for some of our remaining construction waste streams.

Enabling zero waste outcomes will require forward planning for the reuse and recycling of materials generated through the construction phase. While construction is yet to commence on-site, Landcom's Bulli project has prepared a waste management plan that outlines how the waste material expected to be generated will be reused on-site and recycled off-site, including identifying where topsoil will be reused for landscaping; excess concrete to be used as granular fill, levelling materials and road base; excess timber to be used within proposed gabion walls; and road material to be milled on site for use as road base and structural fill. By planning waste diversion ahead of construction activities, we can not only divert waste from landfill but also reduce construction costs in the process.

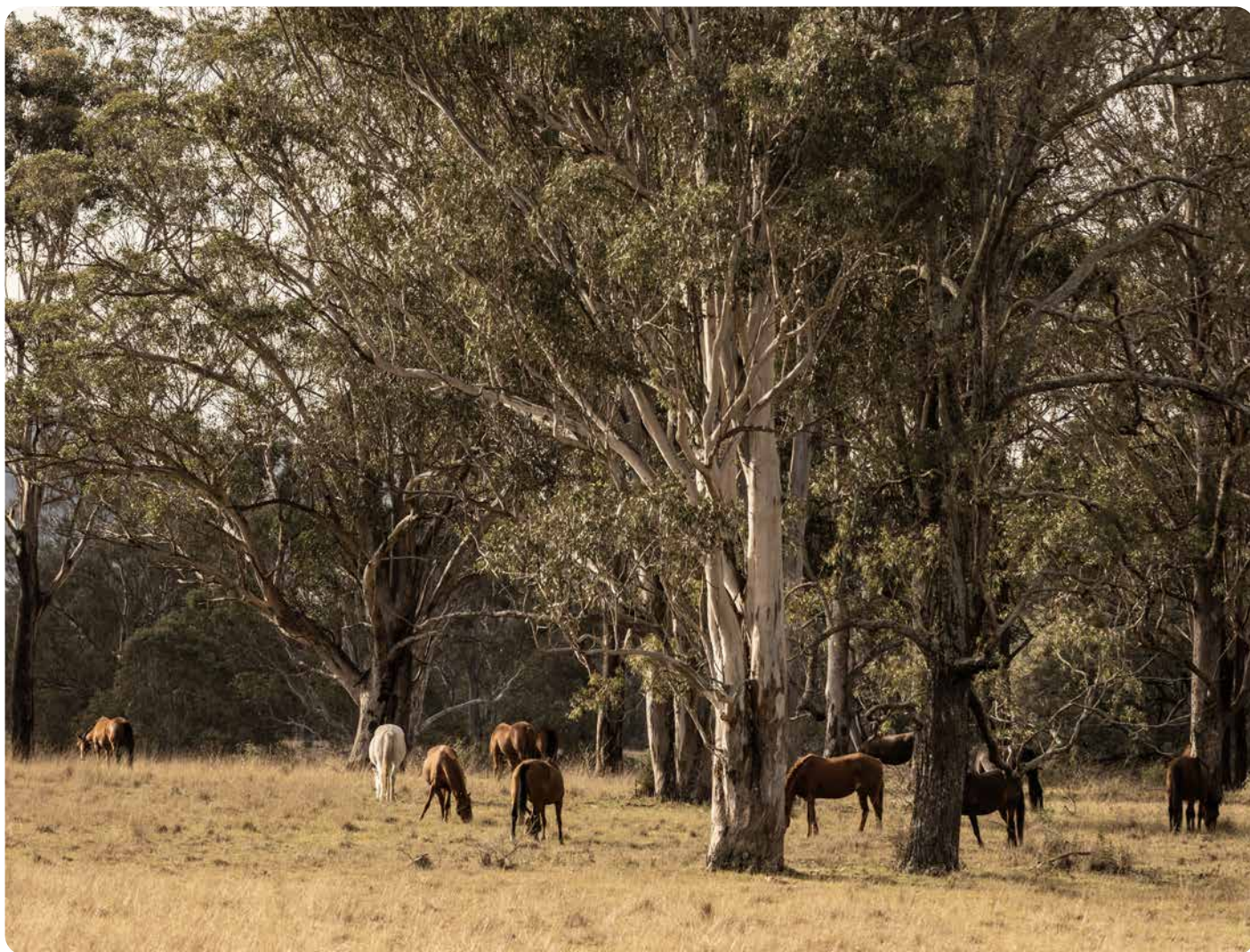
Furthermore, our project at Glenfield has given Landcom opportunity to explore waste diversion options that could have broader implications in how we manage waste across our portfolio. Read more in our [Case Study: Recycling and re-use at Glenfield \(p.26\)](#).

Materials

In FY24 there was one project in scope for reporting against our target for 100% Chain-of-Custody Certified timber; Stage 4, Panorama at North Wilton.

For Panorama at North Wilton, the target has been embedded within the civil works contract, and the Sustainability team will work closely with the civil contractor to identify opportunities to re-use timber from on-site and reduce the need for virgin timber during the contracted works.

Additionally, during FY24, our head office tenancy at Parramatta underwent a refurbishment. The project aimed to divert, reuse and rehome as much material as possible. Read about the outcomes in our [Case Study: Landcom Office Refurbishment \(p.24\)](#).



Q CASE STUDY

Landcom Office Refurbishment

In FY24, Landcom embarked on a journey to refurbish the two levels of its 60 Station Street tenancy in Parramatta. Sustainability was front and centre from the outset, with early ambition aiming to reuse as many materials as possible, promote health and well-being through biophilic design, divert as much waste as possible from landfill and to encourage Indigenous procurement through considered choices.

Upon completion, the project team achieved amazing results including:

- A final waste diversion of 95.6%, leveraging key contractors aimed at demolition, circular economy, waste management and e-waste solutions;
- 100% diversion of key materials including aluminum, concrete, glass, metal and plasterboard;
- Reuse of 51% of the total items (525 out of 1,032 items) recovered from the refurbishment;
- Diversion from landfill of 100% of the e-waste as part of the refurbishment.

Furthermore, during the course of the refurbishment, the team managed to achieve a 12% spend on Aboriginal owned businesses for items such as flooring, work stations and other furnishings against an original target of just 3%.



Landcom staff utilising refurbished office spaces



Water Performance

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.

FY24 Performance Results

The below table outlines our FY24 performance against our Water Targets.

Focus Area	Objective	Target	FY24 performance
Water	To design our precincts based on best-practice water-sensitive urban design principles, and actively conserve potable water	All new projects demonstrate water positive outcomes through an Integrated Water Management Strategy (IWM) or a Water Balance Study	100% eligible new projects have achieved

Water Positive Outcomes

In FY24, Orange, Bulli and Bomaderry are all in-scope and have all completed Integrated Water Management Plans that aim to achieve best-practice water management.

These projects will look to achieve water positive outcomes through the effective use of mechanisms such as increased infiltration through retention basins, greater amounts of pervious surfaces through water sensitive urban design, high-efficiency fixtures in dwellings and recycled water or rainwater tank connections, where possible.

During FY24, Landcom also began a research partnership that seeks to identify strategies that would need to be adopted in our new communities to enable water-positive outcomes.

The research will explore different scenarios to allow Landcom to better understand which ‘lever’ it can pull to influence outcomes. Early findings note tradeoffs between Landcom communities that are connected to the recycled water network and those that utilise rain tanks with regard to end use efficiency, while increasing the amount of pervious cover improves infiltration, recharging local groundwater resources, and supports improved water quality outcomes for local waterways.

New projects without access to recycled water or substantial rainwater connections continue to present Landcom with the greatest challenge to reduce potable water consumption. Without access to recycled water or rainwater infrastructure, 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.



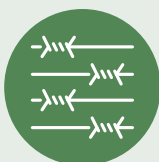


Q CASE STUDY

Recycling and re-use at Glenfield

As we work towards reaching our 2028 leadership goal of enabling zero waste outcomes in all new communities, we will continue partnering with local recycling companies and finding new ways to re-use materials on-site.

Landcom recently acquired the land for our Glenfield site and have begun preparing the land for construction. Landcom engaged a contractor to support us with clearing the land of noxious weeds, remaining materials on-site such as farm fencing, and large amounts of rubbish that had been illegally dumped on the site prior to Landcom operations. The results of our engagement with the contractor and commitment to diverting waste is highlighted below.



23 tonnes of steel and light iron recycled
from 18km of barbed wire and chain wire fencing removed from paddocks.



35,000 sqm of noxious weeds removed and mulched on-site
Including African Olive (*Olea Europaea*), African Boxthorn (*Lycium ferocissimum*) and Blackberry bush (*Rubus fruticosus* agg).



0.38 tonnes of hardwood timber posts recycled
from 188 timber posts originally used for farm fencing.



12 farm gates repurposed and 13 damaged gates recycled
using the repurposed farm gates as school paddocks gates on-site.



247 tyres recycled off-site
Saving 2.85 tonnes of illegally dumped waste from landfill.



100 cubic metres of mulch created and recycled
From removal of 63 dead trees, 46 fallen logs and 17 root balls. The mulch is to be used in revegetation projects and bush regeneration projects throughout the development in remnant bushland areas. This creates local providence mulch and organics, negating the need to import mulch, reducing the import of natural resources and saving on future construction costs.





Healthy & Inclusive Places

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'.





Healthy & Inclusive Places Pillar Overview

Goal: 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.

This leadership goal was developed to reflect our commitment to meaningfully contribute to the United Nations Sustainable Development Goals¹, and reduce the impact of shocks and stresses to communities and infrastructure, as identified by Resilient Sydney² (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.

Relevant Sustainable Development Goals



1 [United Nations Sustainable Development Goals \(2018\).](#)

2 [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 by gathering data from residents of Landcom communities to measure satisfaction with quality of life. We have adopted performance targets for this, and strive for continuous improvement to meet the quality of life expectations of current and future residents. We have updated our Healthy & Inclusive Places targets as part of our ongoing commitment to continuous improvement. From FY24 our projects will report against these updates. You will see them embedded within our performance disclosures. Please note our FY23 to FY24 may not be directly comparable in all circumstances. Footnotes are included as a reminder where this is relevant.

Since 2018, Landcom has utilised our Healthy and Inclusive Places Survey (HIPS) as the primary measure to determine the drivers of satisfaction across communities, and track performance. From FY23 onwards we have replaced the use of HIPS with Place Score. This is an independently managed liveability census. Read more about Place Score [here](#). Landcom has chosen to align with Place Score to benefit from their nation wide data and analytics.

Our FY24 performance results are repeated from the previous year as Place Score's survey is bi-annual. See [Health, Equity & Inclusion, Community Connection, and Safety \(p.32\)](#).

Housing Diversity & Affordability

Landcom's Housing Policy sets targets to drive the delivery of Affordable, Diverse and Universal Housing. Affordable Housing includes housing that is managed by a Community Housing Provider (CHP)¹ as well as private market housing which is affordable² for purchase by moderate or below moderate-income households.

Diverse Housing is housing that increases the mix of housing stock in the area in which it is being delivered. For example, housing that offers an alternative to the predominant type in the area; caters for specific resident needs; or offers alternative to traditional ownership and rental tenures.

Universal Housing is housing that is certified as meeting or exceeding Livable Housing Australia's Silver Level Certification requirements. This helps to ensure that any person can use a dwelling, irrespective of age, level of mobility, or condition of health. It also means homes can be adapted to accommodate changing needs, such as ageing in place, or supporting those with disability.

When we adopted the Sustainable Places Strategy, Landcom did not have a Housing Policy and housing affordability and diversity was a lower priority issue for the NSW government. This has now become a significant focus and our maturity in addressing the matter has also refined. Landcom now has a comprehensive Housing Policy with clear targets.

As these are subject to change on a regular basis we have made the decision to move our reporting on housing affordability and diversity to our Annual Report.

We will still address resident perceptions of affordability and diversity in our Sustainability Report, and share our efforts and achievements in reducing the cost of living for new residents.

1 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.

2 The maximum threshold for affordable ownership is the purchase price at which a household earning 120% of the median income spends no more than 30% of their gross annual income on mortgage repayments.

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) who provide expert review of projects in concept or masterplan design, with the aim of achieving design excellence.

The DRP provides advice to Landcom on strategies to achieve design excellence and quality of urban design as well as built form outcomes across our project portfolio.

In FY24 the membership of the Landcom Design Review Panel was updated as part of a regular review. The updated panel consists of five expert members, with key skills in urban design, architecture, landscape architecture and sustainable and resilient design.

Landcom also updated the [Design Review Panel Charter in FY24](#). The Charter has been endorsed by Government Architect NSW.

As part of our management approach all projects are required to present to the DRP as they progress through the masterplan and design stages.



Collaborative

We aim to be:

This means:

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 FY24 performance against our Design through Engagement targets, see [Design through Engagement Performance Results \(p.35\)](#).





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.

FY24 Performance Results

In FY24 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.

From FY23 we commenced the use of Place Score to measure and report against our targets, whereas previous years have utilised Healthy and Inclusive Places survey. The results for FY23 are carried forward¹ and as the measurement remains the same for the revised targets using the Place Score data, we have displayed both financial year results with two new targets reported for FY24 below. (See our [Case Study Partnering with Place Score on Liveability on p.37](#)).

Focus Area	Objective	Target	FY23 performance	FY24 ¹ performance
Health, Equity & Inclusion	To deliver healthy on equity for people of all ages and abilities	2036 Goal: 90% of residents satisfaction with quality of life	82%	82%
		Residents report their community has access to high quality amenities, services or employment	75%	75%
		Residents report high physical and mental health	87%	87%
		New from FY24: Residents report the design of their community is resilient and best practice	n/a	85%
Community Connection	To nurture all that live, work and recreate in our communities	Residents report their community has a sense of character or identity unique from other neighbourhoods	74%	74%
		Residents report a sense of belonging and support from their community	84%	84%
		New from FY24: Residents report their community is a 20-minute neighbourhood	n/a	77%
Safety	To promote a culture of health, safety and wellbeing	Resident satisfaction with personally feeling safe	91%	91%

¹ FY23 results carried forward due to Place Score's National Liveability Census being bi-annual.



Health, Equity & Inclusion

During the reporting year we continued to implement our community development approach by leveraging strategic partnerships to deliver initiatives that foster community connection and focus on health and wellbeing.

As in previous years, a strong emphasis was placed on projects where Landcom partners with Homes NSW (formerly Land & Housing Corporation) to deliver social and market housing, in order to drive greater equity and access to programs and services. We also maintained a strong place making program at Sydney Metro Northwest Places.

Activities undertaken in FY24 that supported community health, equity and inclusion included:

- Live Life Get Active free fitness classes at Hillcroft in Claymore, Newbrook in Airds, Macarthur Heights and Bella Vista
- National Theatre for Children - mental health programs at Hillcroft and Newbrook
- Learn to skate workshops at Bella Vista
- Dance classes at Bella Vista

Impact reports for Live Life Get Active fitness class members show health improvements across all four Landcom supported camps. Key indicators include reduced risk of health issues like pre-diabetic risk and obesity.

We also continued our focus on mental health awareness with the National Theatre for Children's live theatre performance 'Mind Masters'. This is a mental resilience education program. [\(For further detail and results from Mind Masters education program see p.42\).](#)

Community Connection

Activities undertaken in FY24 that supported community connection and the integration of culture and heritage include:

- Movie night at Hillcroft and Newbrook
- A Patch from Scratch gardening event at Bella Vista
- Public artwork installation at Bella Vista
- Muralisto community day at Bella Vista
- Coffee catch ups with kids entertainment
- Seasonal community events including a Harmony Day celebration at Bella Vista, Christmas, Easter, Spring Fair, and NAIDOC at Hillcroft.

The FY23 results for satisfaction with Community Connection were carried forward for FY24¹. The results represent a significant uplift from previous years at 84% resident satisfaction. Respondents were asked to rate their satisfaction against community connection factors such as; sense of belonging, mix of diversity of people, community activities, sense of connection and feeling support from neighbours or community.

We also saw a positive shift in result for the Integration of Culture and Heritage (74%¹ satisfaction). Respondents rated their satisfaction against elements such as; sense of character or unique identity, cultural and/or artistic community, local history, historic features and unique public space design.

Safety

Residents report high levels of overall perceived safety (91%¹) in their communities. Place Score respondents were asked to consider:

- Sense of personal safety (for all ages, genders, day or night)
- Sense of neighbourhood safety (from crime, traffic, pollution etc.)

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

¹ FY23 results carried forward due to Place Score's Census being bi-annual.

Affordability & Diversity

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.

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.

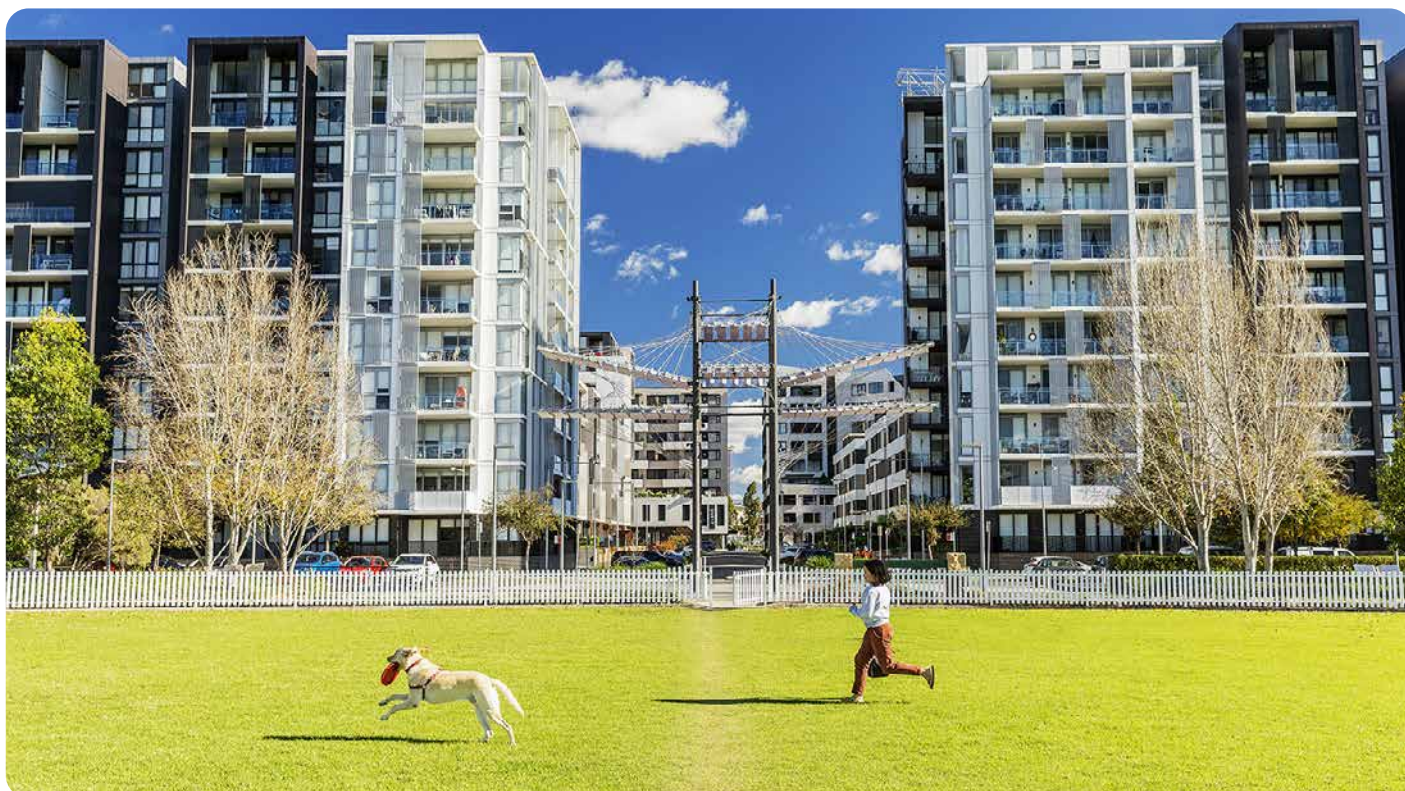
As Landcom's housing targets are subject to frequent fluctuation under Ministerial guidance, reporting on progress has been moved to the Annual Report. You can see our latest results [here](#).

While the supply and delivery of affordable and diverse housing is essential, the lived experience is also an important factor that Landcom seeks to measure. As part of the Place Score Census, in FY24 we collected resident feedback on the diversity and affordability of Landcom communities. Following are the results reported by residents¹:

- Residents report a good range of housing types and sizes in their community scoring 7.6 out of 10
- Satisfaction with the range of housing prices and tenures in their community is slightly lower with a score of 6.5 out of 10.

In FY24 we also continued to fulfil our Sustainability Rebate at Macarthur Heights. The \$15,000 sustainability rebate helps residents building new homes achieve BASIX 90 home energy ratings. The incentive aims to help make homes more resilient and lower the cost of living for new home builders in our communities.

Overall we estimate homes that opt into our rebate and achieve a BASIX 90 score will save money each year on the running costs of their homes. By also requiring that these dwellings are all electric they are set up for the decarbonising economy and are more resilient to the energy demands of the future and generally experience lower energy bills.



¹ Results using Place Score data from the 2023 National Liveability Census.



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.

FY24 Performance Results

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	FY23 performance	FY24 performance
Design through engagement	To optimise the quality of design and place and drive strong engagement with our communities and stakeholders	All new projects to undergo peer review through the Landcom Design Review Panel (or equivalent)	100%	100%
		All projects have an engagement plan	100%	100%

Community Engagement

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

In FY24 there were 14 projects with up to date and fit-for-purpose communications and engagement strategies in place. This includes a plan for the Sydney Metro Northwest Places program, which will provide around 10,000 new homes once complete and includes the Cherrybrook, Hills Showground, Bella Vista and Kellyville station precincts.

We had plans in place for our North Wilton, Macarthur Gardens North, Queenscliff, Austral, Schofields, Wentworth Point, Guntawong Road, Bulli, Rooty Hill, Orange, Bomaderry built-to-rent and East Lismore built-to-rent projects. These plans outline how we will inform local communities and stakeholders about project planning and, where appropriate, invite community feedback to help shape these plans.

During FY24 we held proactive community engagement campaigns to support planning and decision-making at various stages in our development process. This year there was an emphasis on visioning consultation, to ensure we understand community values at the start of a project. We also prioritised progressing our Connecting With Country practice, by undertaking walks on Country on new projects and building relationships with First Nations stakeholders. ([See our Case Study Connecting with Country and Visioning for new communities on p.56](#)).

Design

During FY24 all projects within our business development portfolio, or active projects undertaking masterplanning or reviewing design and delivery options, presented to the DRP.

In FY24 there were 13 separate design review sessions with the Panel including projects such as Glenfield, Rooty Hill, and the build-to-rent project at Bomaderry.

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

Q CASE STUDY

Visioning for new communities

In FY24 we initiated visioning processes on several projects. Creating a vision with the community enables their priorities, needs and aspirations to be heard and understood early in the development lifecycle, so that we are equipped with local knowledge to create places that people love to live in.

In Rooty Hill we held an online survey, four pop-up engagement sessions, an evening workshop and meetings with environmental and historical groups between February and April 2024. Over 400 participants told us what they love about the area, and what they would like to see in the new development. A small workshop was also held with local youth, as a means of targeting an important but often underrepresented demographic.

In Glenfield we held two face-to-face workshops, an online workshop and an online survey in June 2024.

Community members told us what they value about Glenfield, and provided ideas for how we could preserve these attributes as the area develops.

In Orange, two workshops were held for locals to tell us about what they would like to see in the public domain, with requests for youth recreation spaces, community gardens and local retail subsequently incorporated into the new masterplan design.

Visioning processes have also been used in more targeted campaigns, for example for the Bella Vista and Kellyville open space consultation, where over 800 interactions with the community identified what they valued most about open space. Engagement activities included a values based online and phone survey, pop-ups, community information sessions and a youth 'architects' high school workshop to capture ideas from young people.



Orange Community Visioning Workshop



Pop Up Community Visioning stall in Rooty Hill

CASE STUDY

Partnering with Place Score on Liveability

Landcom utilised Place Score's Australian Liveability Census data to measure against a range of targets for their Healthy & Inclusive Places Pillar in 2023 (see p.32 for FY24 results carried forward from FY23).

Place Score's Liveability Census collects data against 50 Place Attributes that contribute to liveability in order to answer three main questions:

- What is most important to you in your ideal neighbourhood?
- How liveable is your current neighbourhood?
- What is your big and small idea to make your neighbourhood more liveable?

During FY24, Landcom also utilised the Place Score Liveability data set for new locations where we are either in the process of building a community or have plans to in the future. Using the survey results allows us to plan for future community needs by understanding what people value in their neighbourhood, how that value is performing and where the opportunities are for improvement.

Landcom have also partnered with Place Score on a bespoke piece of work to measure the impact of Landcom's early placemaking interventions to guide future investment at Sydney Metro Northwest Places precincts.

Since 2019, they have been undertaking research at priority precincts along the Metro North West Line to measure existing community values and aspirations as well as how well the precinct places are performing around stations. Lastly, as part of this exercise, Place Score undertook a User Mapping exercise to observe the use of designated public spaces.

Bella Vista has been a focus of this study where activations included a program of curated events at Bella Vista Pocket Park and other placemaking initiatives within proximity to the station plaza.



A Patch from Scratch at Bella Vista Pocket Park included gardening workshops with Sydney horticulturist, Tammy Huynh, from Gardening Australia



Productive Places

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.





Productive Places Pillar Overview

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

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.

Relevant Sustainable Development Goals





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

This gives us a clear indication of whether we are on track to meet our 2036 target.

In FY19 Landcom's methodology was also adopted across the NSW Government's Common Planning Assumptions Group (CPAG), influencing a consistent government wide approach. In FY24 the employment ratios were updated by CPAG¹ and are reflected in this year's performance results.

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.

For Landcom's FY24 performance for enabling jobs and providing local training and employment outcomes see [Training & Employment Performance Results \(p.41\)](#).

Innovation

Landcom has a long history of leading research and innovation that advances the property and development industry and future-proofs our communities. 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, exploring opportunities to embed car sharing schemes within our communities and designing an electrical grid that can support all-electric delivery across precincts.

We see these initiatives as future-proofing communities, improving their resilience, reducing inequalities and ensuring early adoption of future technologies.

Ultimately, enabling 100% uptake of electric vehicles while facilitating alternative energy solutions 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 \(p.32\)](#).

Finally, in order to lead innovation at scale, Landcom is constructing a demonstration home over FY25 at our North Wilton 6 Star Green Star community, Panorama. Our aim is to highlight the key features of a home that make it sustainable (such as insulation, glazing, solar PV, EV chargers, orientation and energy efficiency) and show these aspects to potential customers.

This project will be done in partnership with Macdonald Jones Homes, one of the largest volume home builders in Australia, and as it is coupled with our sales centre, is to be used as a signal to other volume home builders within the estate that sustainability needs to be a focus.

Research

Landcom's 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.

Throughout FY24 we progressed existing projects and identified new investment to support our 2028 leadership goal of enabling carbon neutral, zero waste, water positive and net positive ecological outcomes. Projects included:

- scoping different restoration techniques for Cumberland Plain ecosystems and identifying onsite trials
- understanding how to generate high-quality biodiversity and nature-based carbon offsets on Landcom sites
- evaluating the upfront and embodied carbon within homes and buildings to understand the types and quantities of materials and identify opportunities to reduce carbon
- exploring what strategies Landcom would need to adopt to build water positive and water efficient communities.

¹ CPAG updates to Workspace Ratio's can be found on their [website here](#)



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.

FY24 Performance Results

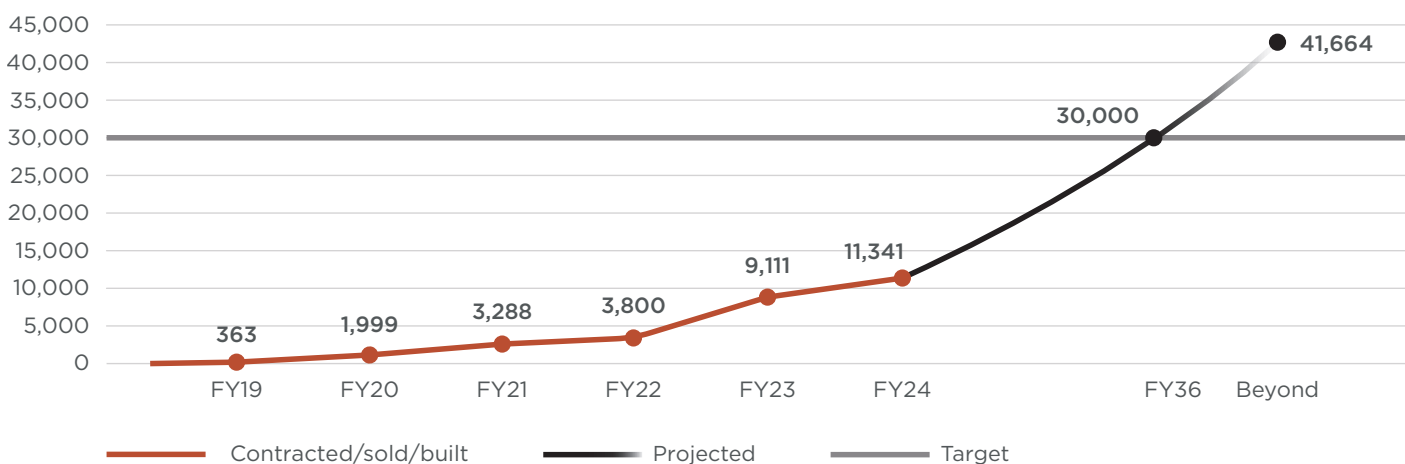
In FY24 all targets for reporting against our Training & Employment were in scope. Our results are presented below.

Focus Area	Objective	Target	FY23 performance	FY24 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 of 2036	9,111 cumulative jobs enabled (Over 30,000 projected by 2036)	11,341 cumulative jobs enabled (Over 30,000 projected by 2036)
		Projects to engage and foster education, learning or employment outcomes via activities or initiatives, based on identified needs of the local and regional community	Engaged 346 students across our Skills Exchange, research and excursion programs	Engaged 490 students across our excursion programs

Enabling Enduring Jobs

Landcom is on track to meet our commitment to enable 30,000 enduring jobs by 2036. FY24 in scope projects include Macarthur Gardens North, Panorama project at North Wilton, a new project at Glenfield and our existing SMNW Places program which 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.



Training & Employment

In total, Landcom staff engaged 490 primary students and 51 teachers throughout the reporting period, as part of our contributions to school education programs.

Learning

Students have retained key concepts and are using terms from the Mind Masters content such as “bouncing back” and “resilience”.

Head of Wellbeing teacher at Claymore Public School

In FY24 Landcom continued our partnership with National Theatre for Children, focused on building mental resilience in primary school aged children.

The ‘Mind Masters’ live performance and follow up in class activations were delivered in primary schools in the suburbs of Claymore and Airds where our Hillcroft and Newbrook communities are located.

The program uses a combination of live theatre performance and student engagement to promote concepts and practices to enable good mental health.

Designed with a clinical psychologist the Mind Masters program complements the NSW curriculum. This year it built on sessions that were delivered over the past few years so that students were exposed to multiple teaching points over time, such as mindfulness, stress, resilience, and the link between mental and physical health.

In FY24 The National Theatre for Children team created a bespoke learning portal that students and teachers can access in-class. The portal contains student activities and videos, teachers toolkits and digital games to support the content delivered in the live performances.

The FY24 program reached a total of 490 students and this year there was also a focus on teacher engagement to continue the learning in the classroom post-performance. This engagement is tracked and measured through and integrated in-class activities, weekly direct communication with teachers as well as website and video analytics to measure use of the student learning portal.



National Theatre for Children’s Mind Master’s in-school theatre performance



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.

FY24 Performance Results

Due to a change in our targets over FY23, we are only reporting against these new targets for FY24 and beyond. Our results are presented below.

Focus Area	Objective	Target	FY24 performance
Innovation	Research Investment	Measure and report annual investment in research and development	\$70,000 cash
	Emerging Technologies	100% of new dwellings are EV-ready	\$13,429 in-kind
			No projects in scope

Research Investment

In FY24, Landcom continued its partnership with the University of Wollongong to quantify the carbon and cost benefits of deconstructing and diverting waste resources from an old hospital site in Bulli. The research found that secondary markets existed for most demolition materials, most of which resulted in cost and carbon savings, however not at a scale yet to affect meaningful change across industry. Furthermore, key health and safety concerns typically constrain the amount of deconstruction possible. For more information, see [Case Study: Feasibility of Deconstruction \(p.44\)](#).

Landcom further progressed an industry research project with the University of Western Sydney to investigate restoration techniques for Cumberland Plain Woodland ecosystems. The research would explore three different restoration options and test the viability and success of each to inform future restoration activities undertaken within the Cumberland Plain Conservation Plan areas. The project is expected to apply for an Australian Research Council Linkage Grant in FY25 with onsite works also expected during FY25.

In FY24, Landcom continued work with the Green Building Council of Australia in evaluating upfront carbon in class 1a buildings¹. The research is underway, with results, outcomes and actions expected in FY25.

In addition to this research partnership, Landcom is actively quantifying the embodied carbon of its demonstration home and investigating the difference between the standard home product and a design with different materials and materials with lower embodied carbon.

Lastly, Landcom ran a paid pitch process to understand whether it would be able to generate both carbon and biodiversity offsets on the same site. While there are a range of solutions currently in both the carbon and biodiversity space separately, a solution does not yet exist for stacking these two types of projects on the same site. Current carbon and biodiversity market reforms are likely to provide greater clarity and certainty over future solutions and Landcom will continue to regularly monitor these changes for future work.

Emerging Technologies

There were no projects in scope for the new EV-ready target in FY24. Both our new projects at Bomaderry and Orange are working through the development application process and we expect to report against these in FY25.

¹ A Class 1a building is defined by the NCC (National Construction Code) as a single dwelling being a detached house; or one of a group of attached dwellings being a townhouse, row house or the like.

Q CASE STUDY

Feasibility of deconstruction

In FY23, Landcom developed a research partnership with the University of Wollongong’s Sustainable Buildings Research Centre to explore deconstruction of existing buildings as a viable alternative to traditional demolition due to the high volume of construction waste that typically ends up in landfill.

Over FY24, we leveraged ongoing demolition work at our Bulli community, with a case study building, to investigate potential opportunities to preserve value in demolition resources.

The research found that whilst demolition generates large quantities of waste, much of which has inherent value, it was found that current deconstruction practices pose many challenges and barriers compared to traditional demolition practices. This includes:

- safety risks for contractors involved (e.g. unknown contamination),
- additional time and cost pressures on the demolition process (e.g. easier to just knock down and sort after),
- the use of low-quality and low-cost construction materials limiting reuse, and
- site-specific limitations based on the design of buildings and materials involved.

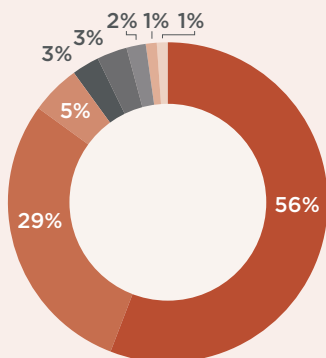
Recycling material however is given high priority, particularly when there is economic incentive to do so, but this does not take full advantage of the value in materials. Optimally, salvage occurs pre-demolition, however, is hindered by time pressures and lack of market value for those materials. Construction practices also often damage the material, limiting its reuse or resale.

In addition, the research explored the embodied carbon saving potential of reuse and found that in this particular project, the materials by weight did not necessarily correspond to their embodied carbon value. Specifically, brick and tile comprised the bulk of volume by weight (58% and 30% respectively), but only 33% and 21% respectively of the embodied carbon. It was found that glass (1% by weight, but 15% by embodied carbon) and steel (2% by weight, but 15% by embodied carbon) had an oversized contribution to the embodied carbon profile.

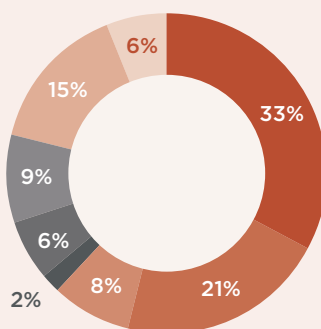
What the results of this research suggest for Landcom and our zero waste pathway is a need for:

- A demolition decision making framework that can identify key considerations to help maximise the reuse of construction materials. This would involve the use of a combination recycling, disposal, salvaging, re-use and sorting approach depending on the context of the existing structure;
- Partnerships and collaboration early on with waste management providers, demolition contractors and salvage operators to embed early action with any demolition project and build time and cost implications into the program; and
- Considered action around materials that Landcom uses in construction (e.g. designing for deconstruction) from a cost, reuse potential and embodied carbon perspective.

% of total weight



% of total embodied carbon



- Brick
- Roof tile
- Plasterboard
- Detail Timber
- Structural Timber
- Structural Steel
- Glass
- Steel Sheet





Accountable & Collaborative Places

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.





Accountable & Collaborative Places Overview

Goal: Drive accountability and performance along our value 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.

Relevant Sustainable Development Goals





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, we are a reporting entity under the *Modern Slavery Act 2018* (Cth) (the Act), and we have a [Reflect Reconciliation Action Plan](#) that guides our approach to First Nations engagement and is reportable to Reconciliation Australia.

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.
Paris Agreement COP21	Our environmental leadership goal is to 'enable carbon neutral outcomes at communities by 2028'. See Case Study: Net Zero Transition Plan (p.19) , Case Study: Feasibility of deconstruction (p.44) and Case Study: Preparing for TNFD (p.53) .
GRESB	Landcom voluntarily participates in the GRESB Real Estate Assessment, which evaluates the environmental, social and governance performance of real assets. See GRESB (p.51) .
Climate Active Carbon Neutral Certification	Landcom is a Climate Active certified Carbon Neutral Organisation. See Climate Active Public Disclosure Statement .
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.76) and Case Study: Net Zero Transition Plan (p.19) .
Task Force on Nature-related Financial Disclosures	Following on from our approach to Climate-related Financial Disclosures, Landcom voluntarily adopts the recommendations of the TFND and aims to publicly disclose our approach to nature in FY25. See Case Study: Preparing for TNFD (p.53) .
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.52) .
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.49) .
Commonwealth Modern Slavery Act 2018	Landcom is a reporting entity under the Act and provides our Board approved public statement within this report. See Modern Slavery Statement (p.58) .



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 (UNGPs), United Nations Global Compact to which Landcom is a signatory, and the *Modern Slavery Act 2018* (Cth) (the Act), 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) (the Act).

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 year. Landcom continues to remain a committed signatory advancing our contribution to fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption.

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



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.

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										




GRESB

In FY24 Landcom participated in the GRESB Real Estate Assessment. This was our 8th year participating in GRESB, and this year continued to see an increase in overall participation from 2,084 listed and non-listed portfolios in 2023, to 2,223 this year. The continued increase in participation reaffirms the need for the real estate industry to commit to ESG transparency and improve sustainability outcomes.

Landcom achieved an overall score of 95/100, and ranks in the top 6 most sustainable residential development organisations in Oceania, and has exceeded the Peer Group average performance overall.

The following table summarises our results and benchmarking.




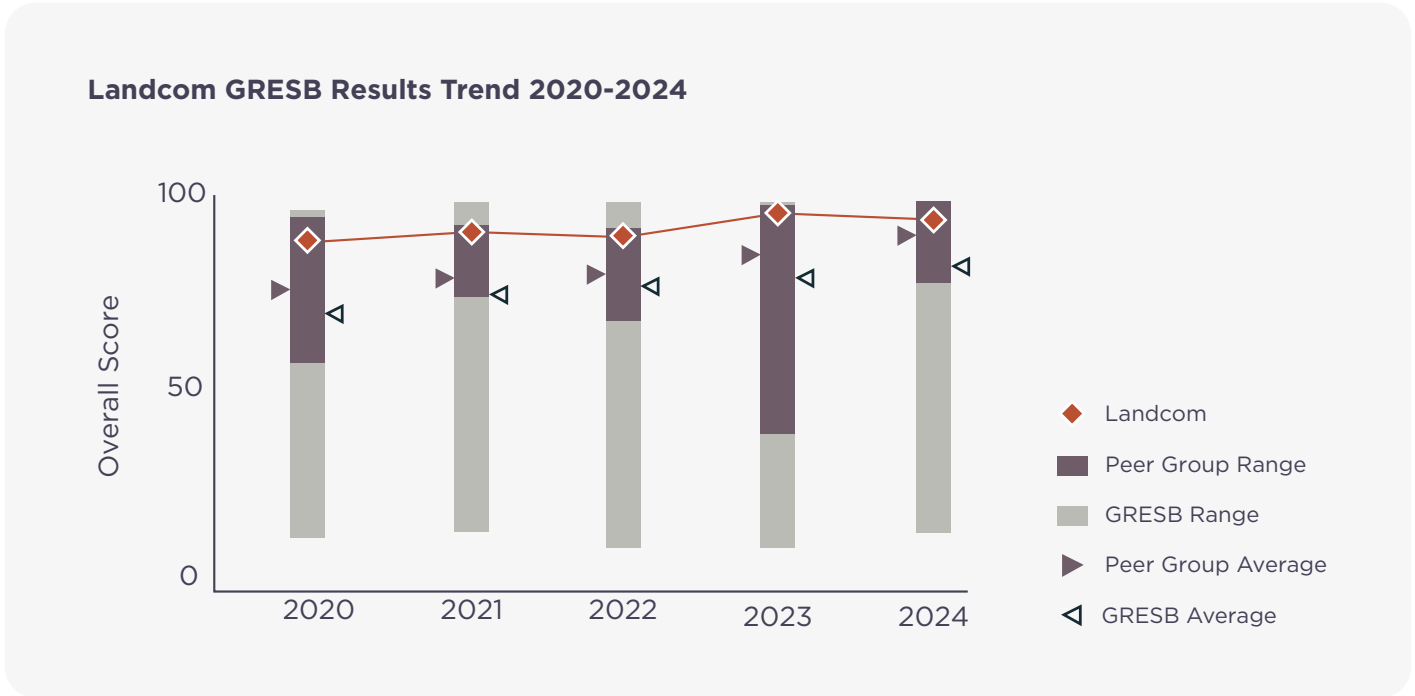
In the top 6 most sustainable residential development organisations in Oceania

95/100
Overall score

83 GRESB average
89 Peer average

GRESB Green Star





NSW Government Resource Efficiency Policy

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 goals¹. Key activities in the reporting year relating to the GREP include:

- a total of 1.26 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 128,442 kWh of electricity used to power our operations was Green Power
- based on a total of 191 full time equivalent staff members (FTE), Landcom's energy intensity is 672.5 kWh/FTE
- we maintained our 6 Star NABERS Energy Rating with GreenPower 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 2023. The Standard is Australia's government managed offset scheme for certifying organisations, products and services, and events.

Historically, Landcom has not set a baseline year for our Scope 1 or Scope 2 emissions as we have consistently purchased green power or offset all our emissions within operational control, 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.



Landcom's new fleet cars



1.26 tCO₂-e

Scope 1 emissions were recorded for the reporting year



100% Green Power

Green Power and other renewables



6 Star NABERS

Energy Rating for our Parramatta Office

¹ 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.

CASE STUDY

Preparing for TNFD

Since the adoption of the Kunming-Biodiversity Global Framework in 2022, transformative action to halt and reverse biodiversity loss has seen an increase in importance. As the Taskforce on Nature-related Financial Disclosures released their final recommendations in September 2023, Landcom sought to better understand its current approach to nature and how these new recommendations could influence the organisation.

Landcom firstly signaled its intent to disclose under the new recommendations by FY25. Over FY24, Landcom reviewed actions undertaken by our peers around nature, undertook internal stakeholder engagement on how we manage biodiversity and reviewed global, national and local drivers to establish a high-level overview of nature-related risks and opportunities.

In particular, risks to Landcom included:

- Changes to legislation resulting in additional costs for ecosystem or species credits, impacts on approval timeframes or limiting the viability of development;
- Reduced revenue or increased costs due to changes in natural resource supply and quality such as timber in construction or waterway pollution;
- Perception that Landcom is not adequately addressing biodiversity, leading to reputational challenges;

- Reduced availability of viable offsets and credits, limiting the ability to develop land.

Conversely, opportunities identified included:

- Competitive advantage and beneficial returns for developments that are resilient to climate change and offer an opportunity to interface with nature;
- The ability to regenerate and restore land within our developments, bringing along the community, fostering a sense of place and encouraging social connections; and
- Green infrastructure as a means and alternative to grey infrastructure in providing additional ecosystem services such as urban cooling, enhanced biodiversity and improved soil health.

While Landcom is well placed for disclosure based on our previous experience in disclosing under the former Taskforce on Climate-related Financial Disclosures and based on our current metrics and targets addressing nature, additional work is required. Our next steps include preparing for FY25 disclosures by undertaking a formal LEAP assessment and scenario analysis to support a more detailed nature-related risk and opportunity investigation as well as refining short, medium and long-term actions for the organisation.





Human Rights Performance

Modern Slavery

Landcom as a NSW state-owned corporation had new dual reporting obligations under both the *Modern Slavery Act 2018* (Cth) (the Act) and the *Modern Slavery Act 2018 (NSW)* in FY24. The *Modern Slavery Act 2018* (Cth) (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 taken to address those risks. Our [FY24 Modern Slavery Statement is presented in full on p.58](#) in this report.

During FY24, we matured our approach to supplier engagement and developed new, bespoke modern slavery training for our suppliers which will be rolled out in FY25. We also continued to engage with our Tier 1 suppliers to delve deeper into our supply chain and its modern slavery risks and also continued to adopt supplier pre-qualification requirements for contracts with a value over \$150,000.

Landcom published their [modern slavery remediation plan](#) on our corporate website in FY24 that guides us on what to do when a report of modern slavery is made. This guide is aligned to the United Nations Guideline Principles on Business Human Rights and is based on three core principles of Identify, Escalate, and Repair.

We maintained our membership of the Property Council Modern Slavery Working Group, which facilitated research and guidance reports led by academia and industry experts on human rights. We also continued to use the 'Supplier Platform' that provides a consistent approach to engagement on modern slavery across the industry's shared supply chain.

Increasing awareness of modern slavery remains at the heart of tackling this human rights matter. In FY24, we continued to roll out and monitor staff training to ensure our people are alert to modern slavery and know how to raise concerns. We also worked with Director, Australian Human Rights Institute Faculty of Law & Justice at the University of New South Wales and the CEO of Better Sydney, on a bespoke modern slavery training session with Landcom's Executive Committee and CEO.

Lastly, from a strategic perspective, we took stock of the progress made against our commitments since our first modern slavery statement in FY20, developed and improved our operational frameworks and processes to support their implementation, and reflected on the maturation of our overall approach, identifying gaps and opportunities to fulfil our leadership aspirations for FY25 and beyond.

For full detail on Landcom's disclosures on the mandatory reporting criteria for the *Modern Slavery Act 2018* (Cth) (the Act), please see our [Modern Slavery Statement \(p.58\)](#) and disclosures under *Modern Slavery Act 2018 (NSW)* are presented in our [Annual Report here](#).



Respecting First Nations

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 successfully closing out our first Reconciliation Action Plan, our [Reflect RAP](#), in December 2023.

This milestone marked the significant progress we made in FY24 in our reconciliation journey across the four pillars of Respect, Relationships, Opportunities and Governance. Some of the key achievements under our Reflect RAP include:

- launching and implementing Landcom's Connecting with Country guidance document which was co-designed with Balarinji through a series of workshops with Landcom staff
- continuing to elevate the profile of Landcom's reconciliation work through internal communications channels and updating communication templates to include Acknowledgement of Country
- increasing staff knowledge of culture and history through staff cultural awareness training and celebrating significant events such as Reconciliation Week and NAIDOC Week
- creating dedicated resources to inform staff on the facts surrounding the Voice to Parliament referendum
- engaging with 11 Supply Nation certified businesses and including a spend target with First Nations owned businesses for our office refurbishment
- improving employment outcomes by creating an Indigenous Employment Framework in partnership with Stonecrab, who also facilitated staff workshops as part of this process
- collaborating with other RAP like-minded organizations to drive reconciliation outcomes by participating in the NSW Government Reconciliation Action Community meetings
- maintaining effective governance of the RAP through six weekly meetings of the RAP Collaborative, and having two executive leadership representatives as the RAP champions.

In FY24, Landcom also commenced the development of our Innovate RAP and engaged Aboriginal owned consultancy, Ngurra Advisory for strategic support. To start this process, Ngurra Advisory conducted interviews with key staff, including members of the Executive Committee and the new members of the RAP Collaborative to inform the commitments that will be made under our Innovate RAP.

Diversity & Inclusion

Landcom has continued to promote diversity and inclusion (D&I) across our business throughout FY24. 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.

Our D&I Action Plan focuses on the following key goals:

- foster a culture of fairness, respect and equal opportunities
- 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 FY24 results are presented in [Landcom's Annual Report](#).

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.

Q CASE STUDY

Connecting with Country

We are at the start of our Connecting with Country journey, and know we can deepen our understanding of Country and build relationships with the Aboriginal communities where we work.

One way to do this is by holding walks on Country with Traditional Owners and knowledge holders. Over the past year, we have held walks at Tallawong, Orange, Austral, Bomaderry and Glenfield. On each, we have been privileged to learn about First Nations history, and how these places have been traditionally used, managed and cared for by Aboriginal people for millenia. We have also learnt about Country itself and the materials, vegetation, animals and stories it holds, so that we can begin considering these in our planning and design decisions.

In December 2023 Dharug knowledge holder Uncle Shane Dewick walked with the Guntawong Road (Tallawong) team, sharing stories from the area and emphasising the importance of the creek that runs through the site. As a result, the masterplan allows for a wider setback from the creek, retaining room for open space and considering the incorporation of mens and womens spaces into the design. Uncle Shane also led a walk in Austral in June 2024, during which the team explored views from key focal points and discussed totems and options for future care of Country.

In Bomaderry, a Wodi Wodi elder led a walk on country in January 2024. He spoke of the site's proximity to the Bomaderry Aboriginal Children's Home, a former Stolen Generations facility, as well as the importance of the adjoining billabong as a source of food and water for the local community. In reference to this, the landscape plans for the site include paving that symbolises the nearby billabong.

In Orange we worked with a Wiradjuri knowledge holder who specialises in understanding Sky Country, and they led a walk on Country and shared the story of Gaanha-bula (the Wiradjuri name for Mt Canobolas) and its significance. As a result of this input, the masterplan maintains a sight line to the mountain from a key open space and gathering area within the site.

Finally, in North Wilton a First Nations Working Group has been established, with a panel of seven community members meeting bi-monthly to exchange information with the project team and drive Connecting with Country outcomes. To date, the group has highlighted the importance of protecting cultural heritage in the conservation area, and has had direct input into the neighbourhood planning process.



Dharug knowledge holder Uncle Shane Dewick sharing the stories of Country.



Animal skin artwork features totems of the local Booraboorongal clan.



Artwork produced with the guidance of Trevor from Dalmari by the outgoing and incoming RAP Collaborative

Q CASE STUDY

Cultural Art Immersion Workshop at Landcom

Landcom celebrated the conclusion of our first Reflect RAP by hosting a Cultural Art Immersion workshop with Trevor Eastwood from Dalmarri. We used the occasion to mark the change in governance of our RAP, where the members of the first Reflect RAP Collaborative were thanked for their contribution, while members of the new Innovate RAP Collaborative were welcomed onto their RAP journey.

The workshop taught staff about the symbolism in traditional Aboriginal art, as well as the role that artwork plays in story telling and ensuring continuation of culture. Under the guidance of Trevor, the group then created an artwork using the knowledge gained from the session.

Dalmarri facilitates education and knowledge sharing of First Nations culture through art and engagement, so it was a great opportunity for staff to learn about and connect to Indigenous culture in an immersive and creative way.



Trevor from Dalmari consulting staff on the artwork design



Modern Slavery Statement

Speak up

Landcom is committed to a culture that encourages people to speak up about issues or conduct that concern them, including modern slavery or human rights concerns. You can make a report using our confidential and independently managed “Speak Up” Hotline.

Visit <https://landcom.com.au/contact-us/speaking-up> for further details about how to make a report.

Index to Mandatory Criteria

This Statement and its disclosures are published in accordance with the mandatory reporting criteria as set out in the Modern Slavery Act 2018 (Cth), s. 16(1)(a) – (g). See below to locate each criterion within the Statement.

Section	Mandatory Criteria	Reference
Modern Slavery Act 2018 (Cth), s. 16(1)(a)	Identify the reporting entity	p.65
Modern Slavery Act 2018 (Cth), s. 16(1)(b)	Describe the structure, operations and supply chains of the reporting entity	p.62
Modern Slavery Act 2018 (Cth), s. 16(1)(c)	Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity, and any entities that the reporting entity owns or controls	p.65
Modern Slavery Act 2018 (Cth), s. 16(1)(d)	Describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation processes	p.66
Modern Slavery Act 2018 (Cth), s. 16(1)(e)	Describe how the reporting entity assesses the effectiveness of such actions	p.71
Modern Slavery Act 2018 (Cth), s. 16(1)(f)	Describe the process of consultation with: <ul style="list-style-type: none"> any entities that the reporting entity owns or controls; and in the case of a reporting entity covered by a statement under section 14- the entity giving the statement; and 	NOTE: Landcom is not required to respond to this criterion as it does not own or control any other entities
Modern Slavery Act 2018 (Cth), s. 16(1)(g)	Include any other information that the reporting entity, or the entity giving the statement, considers relevant	Our Progress since FY20 p.60

Landcom Modern Slavery Statement FY24

This Statement provides an overview of Landcom’s approach to modern slavery, which includes our responses to the Mandatory Criteria as outlined in Section 16 of the Act. Landcom chooses to include its statement as an important component of its annual Sustainability Report, which provides comprehensive detail on our approach to Human Rights.

This is Landcom’s fifth Modern Slavery Statement, published in accordance with the *Modern Slavery Act 2018* (Cth) (the Act) for the financial year 2023-2024. As a New South Wales state-owned corporation with no controlled entities, this statement covers Landcom as the reporting entity.

This Statement was approved by the Landcom Board, in its capacity as the principal governing body of Landcom, on 25 October 2024, and was signed by Alex Wendler in his role as the Chief Executive Officer of Landcom on 28 October 2024 in accordance with the Modern Slavery Act 2018 (Cth), s. 13(2)(c)-(d).

Alex Wendler
Chief Executive Officer, Landcom

28 October 2024



Our Commitment

Our [public human rights statement](#) affirms our commitment to human rights and acting to ensure our operations uphold and protect the human rights of every person in our value chain. This commitment is a fundamental pillar to our leadership intent to create more affordable and sustainable communities.

Our [approach](#) is informed by international best practice initiatives, including the United Nations Guiding Principles (UNGPs) on Business and Human Rights. We are committed members of the United Nations Global Compact Network Australia, report our contribution to the Sustainable Development Goals, and have addressed Human Rights and Modern Slavery as part of our Sustainable Places Strategy since 2017. As a NSW state-owned corporation with dual reporting obligations under the *Modern Slavery Act 2018 (Cth)* (the Act) and the *Modern Slavery Act 2018 (NSW)*, our approach continues to also be informed by Australian state and federal legislative guidance.

Our commitment to addressing modern slavery is one of our two human rights focus areas. We understand that prioritising risks to people, focussing our efforts on the most salient modern slavery risks and taking a collaborative and shared approach to responsibility are fundamental steps to ensuring we continuously improve our response to this complex and challenging issue. We are committed to developing and maturing our due diligence approach to prevent, identify, mitigate, address and account for negative impacts of modern slavery in our operations and supply chain.



Our Progress

Laying the foundations

Developing key processes

Engaging our stakeholders

Addressing grievance and remediation



FY20

- Completed our initial Human Rights Salience Assessment
- Established our Modern Slavery Working Group
- Adopted our Modern Slavery Management Plan
- Became a founding consortium member of the Property Council of Australia's Modern Slavery Working Group and Supplier Platform
- First engaged our suppliers through the Supplier Platform.
- Published our first Modern Slavery Statement in accordance with the *Modern Slavery Act 2018* (Cth)

FY21

- Adopted our publicly accessible Human Rights Statement
- Embedded modern slavery clauses into our contracts
- Adopted supplier pre-qualification requirements
- Implemented a modern slavery automated notification protocol for staff and contractors
- Launched modern slavery training for all Landcom staff

FY22

- Refined our modern slavery contract clauses to include supplier operations and supply chains
- Collated insights from the PCA's supplier platform regarding supplier risk
- Participated in our first PCA review of member modern slavery statements
- Directly linked our supplier pre-qualification and procurement processes
- Updated our staff modern slavery training
- Adopted a Grievance mechanism
- Introduced supplier training, deployed by the Supply Chain Sustainability School

FY23

- Further refined our modern slavery contract clauses for divestment contracts
- Introduced OHS incident reporting system, 'SafeMe'
- Introduced anonymous reporting system for internal and external stakeholders called 'SpeakUp'
- Developed and made public our Remediation Plan
- Hosted the NSW Anti-Slavery Commissioner Dr James Cockayne to address all staff
- Deployed additional modern slavery training to our Modern Slavery Working Group



Review, reflect and improve

FUTURE COMMITMENTS



HOW DID WE DO IN FY24?

- Developed new, targeted in-house modern slavery training for our Tier 1 suppliers
- Conducted a detailed review and maturity assessment of our progress against our modern slavery commitments
- Developed an operational framework to support the ongoing implementation of our modern slavery initiatives
- Commenced formal discussions with representatives of people with lived experience to deliver targeted reviews of our key documents and policies in FY25
- Delivered targeted modern slavery training to Landcom’s executive committee and CEO, delivered by modern slavery experts from the Australian Human Rights Institute and Better Sydney
- Received a 90% completion rate for our supplier modern slavery assessment questionnaires

FY25 and beyond

- Develop a modern slavery roadmap to guide our approach, informed by our dual obligations under the *Modern Slavery Act 2018* (Cth) and the *Modern Slavery Act 2018* (NSW)
- Review our human rights salience assessment for currency
- Review and mature our Human Rights Statement
- Develop a Modern Slavery Policy
- Respectfully and appropriately engage people with lived experience and/or their representatives to mature our key modern slavery programs, policies and procedures.
- Deliver a deep dive workshop with a Tier 1 supplier to gain deeper visibility of our Tier 2 supply chain
- Implement our operational plan to support the progress and maturation of our Modern Slavery Management Plan

Who we are & what we do

Landcom is a NSW Government State-Owned Corporation created by the *Landcom Corporation Act 2001* (NSW).

We are a commercial business that develops land to achieve public outcomes and financial benefits for the NSW Government and the people of NSW. Our way of doing business is underpinned by our legislated principal objectives and functions, which includes (amongst others) being a successful and responsible developer that exhibits a sense of social responsibility and protects the environment.

Landcom's ambition is to make a positive difference to people's lives in NSW by increasing the supply, affordability and diversity of housing and creating sustainable communities.

We enable development by de-risking and unlocking strategic and complex sites in collaboration with landowners and the market.

We act as a master developer and builder where appropriate and partner with NSW Government departments and external commercial entities to maximise our impact. During FY24, Landcom had 20 active [project sites](#) located across NSW. We use a variety of structures to deliver projects, from managing all aspects of master planning, approvals and development works for vacant sale (either on our own or through Project Delivery Agreements with project partners), to Reverse Project Delivery Agreements where we develop land on behalf of a government agency or the private sector. These different structures mean we have varying levels of influence over project dynamics and outcomes. As a result, our leverage with respect to how we approach due diligence and effective modern slavery risk management must be dynamic and recognise these characteristics of our organisation. Landcom's operations are based in NSW with a main office in Parramatta and a secondary office in Sydney CBD. Further detail with respect to Landcom's Ownership and Legal Form, see our FY24 Sustainability Report in Appendix D: [GRI Content Index, indicators 2.1-2.11 \(p.84-92\)](#).





Our people

Our workforce is largely categorised by those who work in enabling corporate and support services such as legal, financial, communications and sustainability, and those who work directly on our development projects in our master planning development, built form and asset maintenance teams.

As at 30 June 2024, Landcom's workforce was comprised of 191 employees. All our employees were located at either our head or secondary office locations or project sites throughout NSW. Further detail with respect to Landcom's workforce composition can be found in our [Annual Report here](#).

Supply Chains

Our Supply Chain is designed and driven to enable large-scale, long-term master development and building projects in the state of NSW. Due to the core work Landcom undertakes in master planning development, Tier 1 of our supply chain for this function of the business is relatively concentrated.

Whilst the vast majority of our **direct** (Tier 1) supply chain is based and operates solely within Australia, our **indirect** (Tier 2 and beyond) supply chain is large and complex, characterised by numerous suppliers of varying scope and size in multiple overseas locations.

Direct Suppliers:

Products procured by Landcom are predominantly corporate in nature, such as office furniture, IT equipment and amenities for staff.

Services produced by Landcom are categorised into either:

- Corporate services (e.g. legal and specialist consultant services related to the planning and development of land); or
- Project development services (e.g. principal contracting and civil and landscape services).

During FY24, Landcom transacted with over 867 **direct** suppliers, spending over \$120 million AUD across a diverse range of products and services. Most of these suppliers provided Landcom with civil and construction works and related professional services, buildings and facilities management including cleaning and security services. Less than 1% of these suppliers were based outside Australia.

Indirect Suppliers (Tier 2 and beyond)

Landcom's indirect suppliers provide products and services related to Landcom's operations and include but are not limited to:

- corporate services (e.g. specialist consultants and their labour force);
- project development subconsultant services provided to principal contractors; and
- raw or manufactured materials and machinery that enable development works to occur.

Landcom recognises modern slavery risks increase with the provision of these products and services. At tier 2 and beyond, the transparency of operations become less clear. This is compounded by sub-contracting and labour hire, overseas manufacturing, or sourcing of materials and products from countries with a high risk of modern slavery.

Through our ongoing engagement with select Tier 1 suppliers¹, we understand their main overseas supply chains are generally based in countries such as the Philippines, Bangladesh and China. Landcom understands that our contractors may procure materials or products for use in our communities from these countries, such as Personal Protective Equipment (PPE) and uniforms.

Whilst Landcom has no reason to believe that any services or products related to our operations are associated with modern slavery, we understand the risk and continue to advocate and collaborate for more transparent supply chains and further interrogate and appropriately respond to modern slavery risks.

See [FY24 Sustainability Report](#) for further details.

¹ 'Tier 1 suppliers' refers to suppliers that entered into a contract valued at \$150,000 AUD or more with Landcom during the reporting period that were required to complete our modern slavery assessment questionnaire.



Governance



One of the four key pillars of Landcom’s Sustainable Places Strategy is “Accountable & Collaborative Places”. This pillar directly reflects Landcom’s organisational commitment to robust governance and collaboration within our organisation and supply chain and includes a focus area on Human Rights. We recognise that effectively managing modern slavery risks requires strong governance frameworks, underpinned by cross-functional expertise and collaboration as well as defined responsibilities and accountabilities.

Landcom’s Board is accountable to our NSW Government Shareholder and Portfolio Ministers for the performance of Landcom against our Statement of Corporate Intent, Business Plan, Statement of Priorities and Statement of Expectations as prescribed by the relevant Legislation. The Landcom Board and Landcom’s Audit and Risk Management Committee maintain strategic oversight of Landcom’s modern slavery management approach.

Landcom’s Executive Committee regularly report to the Board against the commitments as made in Landcom’s Modern Slavery Management Plan (MSMP).

Our Modern Slavery Working Group

Landcom’s Modern Slavery Working Group (the Working Group) is a cross-functional body comprised of representatives from Landcom’s Legal and Compliance, Procurement, Sustainability, Risk and Development functions. It is responsible for implementing and monitoring Landcom’s modern slavery commitments and acts as a point of contact for Landcom employees in relation to modern slavery and related matters. The Working Group meets monthly and is sponsored by Landcom’s Executive General Manager, Communications and Strategy.

Modern Slavery Risks

Identifying modern slavery risks requires an understanding of our potential as an organisation to cause, contribute or be directly linked to modern slavery through our operations and supply-chains. We continue to be guided by the United Nations Guiding Principles on Business and Human Rights continuum of involvement in identifying and responding to modern slavery risks.

In FY19, Landcom commissioned a Human Rights Salience Assessment from Ernst & Young which laid the foundations upon which we began to identify salient modern slavery risks in our organisation. By understanding the affects we may have on rightsholders at an individual and collective level, we identified the most critical modern slavery issues.

Since then, we continue to supplement and review the currency of these risks each year through a combination of supplier responses through modern slavery assessments, knowledge-sharing through our membership of the PCA's Human Rights and Modern Slavery Working Group and consultation with industry experts.

In FY25, we will continue to monitor emerging modern slavery risks and issues and make adjustments to our modern slavery risks as identified in our human rights salience assessment, as required.

In relation to our direct operations, we maintain a strong culture of speaking up as well as systems that enable us to identify and address issues including protected whistleblower disclosures. Whilst we consider the fact that our workforce is one comprised of highly skilled workers employed under contracts directly with Landcom in a largely domestic setting to be strong mitigations for instances of modern slavery, we are acutely aware that our assessment of modern slavery risk in our operations and supply chain requires consistent review, monitoring and testing of controls.

At an industry level, we continue to identify the following key risks as most relevant for our business:



Cleaning (operational - offices and operations)



Security



IT and telecommunications



Catering (operational - offices and operations)



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

The majority of Tier 1 suppliers who are required to complete our modern slavery assessment questionnaire continue to report the following risk profile attributes, making their operations or supply chain susceptible to modern slavery:

- 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
- materials sourced from overseas, with little or no oversight of their production
- varying degrees of investigation into their own operations or supply chains beyond Tier 1



How we assess and address Modern Slavery Risk

At an organisational level, we continue to be guided by the United Nations Guiding Principles on Business and Human Rights continuum of involvement (i.e. whether we cause, contribute or are directly linked to the identified instances of modern slavery) to shape our approach to risk identification, management and remediation.

In FY20, we adopted a Modern Slavery Management Plan (MSMP) in consultation with industry experts, which guides our approach to managing our modern slavery risks. Progress against the MSMP is reported regularly during each reporting period to the Landcom Executive Committee, Board and Audit and Risk Committee. For further information on our progress against our commitments as set out in the MSMP, see our [2024 Sustainability Report under the Accountable & Collaborative pillar on p.54.](#)

Our Progress in FY24

During the reporting period, we committed to progressing the actions in our MSMP and the commitments as made in our FY23 modern slavery statement. All actions in the MSMP and commitments made in our FY23 modern slavery statement were progressed in FY24 and remain ongoing, as detailed below.



Risk Management

During FY24, Landcom continued to include modern slavery risks in its operational risk register, based on the (UNGPs) continuum of harm. We also commenced conversations to adopt Human Rights into Landcom's Risk Appetite Statement and Strategic Risk register and will progress this in FY25. Supplier risk continued to be categorised based on industry sector and prequalification responses received by suppliers in the modern slavery assessment questionnaire.



Policies and Procedures

During FY24, we identified the need to review and update our Human Rights Statement and related policies as required, in line with international standards and frameworks, industry best practice and guidance as issued by the Office of the NSW Anti-Slavery Commissioner. We intend to review the statement as part of a broader review of our Human Rights approach in FY25.





Training

Staff

We continued to deploy modern slavery training to all our staff, with a 75% completion rate during the reporting period. Upon consultation with our learning and development and legal teams, we reviewed and updated the frequency with which future training will be deployed to our staff. Modern slavery training will now be required of all new starters upon commencement of employment with Landcom, with re-training required for all staff every two years.

Landcom's Executive Committee and CEO also undertook additional, targeted modern slavery training, delivered by experts from Better Sydney and the Australian Human Rights Institute. The session included an overview of the recommendations arising from the Statutory Review of the *Modern Slavery Act 2018* (Cth) (the Act), as well as case study examples of best practice and learnings from industry and the global regulatory context.

Suppliers

We continued to deploy free training and resources to our Tier 1 suppliers through the Supply Chain Sustainability School, to be completed within six months of contract commencement.

To tailor our approach to engaging with and building the capacity of our suppliers, during FY24, we developed a new, in-house training module for our Tier 1 suppliers to ensure that modern slavery training was bespoke to their respective roles and responsibilities, and that monitoring of response rates could be completed in-house. The new training includes information on Landcom's grievance mechanisms, and a step-by-step guide on how to report incidents or suspected incidents of modern slavery via our Occupational Health and Safety incident reporting system, 'SafeMe' (established in FY23). The module is intended to be delivered to all our Tier 1 suppliers in FY25. We will also encourage our Tier 1 suppliers to roll the training out to their sub-contractors to continue to build supply chain maturity.



Grievance Mechanisms and Remediation

During FY24, we maintained our Occupational Health and Safety (OHS) incident reporting system 'SafeMe' which notifies key Landcom personnel of any incidences of modern slavery. Our modern slavery reporting protocols that support 'SafeMe', were also formally embedded into Landcom's Incident Response Plan.

We also maintained our confidential grievance mechanism 'Speak Up' (as previously deployed in FY23) and continued to deploy and monitor confidential reporting forms and boxes for our staff at our head office location and for contractors working on our project sites.

Additionally, in FY24 we liaised with our OHS team to ensure that posters communicating how to access 'Speak Up' were appropriately displayed at selected site offices to ensure they were visible and accessible to workers.

During the reporting period, our remediation plan (as endorsed by Landcom's CEO in June 2023) was [published](#) on our corporate website. The plan is informed by the (UNGP) on Business and Human Rights and adopts the "protect" principal during Phase 1 to safeguard the rights of the complainant.

During the reporting period, no grievances were raised through our existing grievance mechanisms in relation to modern slavery, nor did any reported instances of modern slavery require remediation. We understand that this does not necessarily mean that there were no instances of modern slavery or related instances throughout the reporting period within our value chain, and we will continue to interrogate this metric through a targeted review of our systems and policies in FY25.

During FY24, we commenced our engagement with The Freedom Hub's Survivor Advisory Board to assist in guiding a review of key modern slavery policies and procedures, including hypothetical scenario testing with a view to embed lived experience into our response mechanisms and protocols.



Prequalification for supply and sale

During the reporting period, we continued as a founding consortium member of the PCA's Supplier Platform, designed to engage suppliers in multitiered supply chains and assess for risks of modern slavery through the deployment of supplier modern slavery assessments.

Our pre-qualification requirements are embedded into our procurement processes. These include the completion of our Supplier Code of Conduct by all Landcom suppliers, and the completion of our modern slavery supplier assessment questionnaire for suppliers with contract spend with Landcom of \$150,000 AUD or more. Suppliers must complete the Supplier Code of Conduct prior to the execution of a contract and are required to update their responses to the modern slavery assessment questionnaire annually for currency. Since the introduction of this integrated process, we've seen consistently high supplier response rates, allowing greater visibility of our supplier risk characteristics and profiles that we can review, interrogate and improve upon year on year.

Of the 45 suppliers that met the threshold to complete the modern slavery assessment questionnaire, we received a 87% completion rate, reflecting the consistent and successful integration of this assessment process into our existing procurement processes for contracts and tenders.

During FY24, we learned the following from Landcom suppliers who completed our modern slavery assessment questionnaire:

- 59% said they were not reporting entities under the *Modern Slavery Act 2018* (Cth) (the Act)
- 54% said they used sub-contracting or third-party recruitment organisations
- 18% said their organisation or their labour hire provider recruits employees or workers from overseas, including temporary or casual migrant workers
- 51% said they provide training to current employees or suppliers around the topic of human rights and modern slavery
- 10% said they source manufactured products or services from overseas that contribute to the delivery of their products or services, namely from The Philippines, Bangladesh and China.
- Two suppliers said they had not prepared a modern slavery statement but reported they were planning to do so in the next 12 months and had also responded similarly during the previous reporting period. In FY25, Landcom intend to engage these suppliers to provide support and guidance if required in the preparation of their modern slavery statement.

As part of Landcom's head office refurbishment, Landcom facilitated the deployment of our modern slavery assessment to all of the Tier 1 supplier's sub-contractors (Tier 2), providing us with greater visibility of our supply chain. In FY25, we intend to conduct a review of the data provided to identify modern slavery risks and opportunities and to collaborate and engage with the relevant suppliers.

We also introduced prequalification requirements for all sales of Landcom assets to proponents with a consolidated revenue over \$50 million AUD, requiring proponents to demonstrate how they comply with the *Modern Slavery Act 2018* (Cth) (the Act).



Contract and tender clauses

All Landcom contracts continued to include modern slavery clauses, tailored to the level of risk and supplier sophistication. Clauses prescribe that suppliers are not to breach modern slavery laws and outline the risk mitigation approaches suppliers are expected to adhere to when engaging for works for Landcom. These clauses extend to supplier operations and supply chains. We also include clauses in Landcom divestment contracts, where Landcom has sold a site or portions of a site to a third party.

During FY24, to support greater consistency for suppliers and encourage engagement around modern slavery risks, we participated in an industry review of Modern Slavery Contract Clauses and Supplier Codes of Conduct, comparing de-identified contract clauses around human rights and modern slavery, as well as assessment against publicly available state and federal examples. In FY25, we intend to continue build on this work and complete an internal review of our contract clauses, in line with best practice guidance as issued by state and federal legislative entities.



Engage with high-risk suppliers to build supply chain maturity

During FY24, we continued to formally engage with one of our Tier 1 civil and construction works contractors, with a view to designing and delivering a deep-dive supply chain risk-mapping workshop in FY25.

We also collaborated with Landcom’s Sustainability Team, Project Managers and a principal contractor at our Panorama project in North Wilton to guide local sourcing and other sustainability initiatives, including the reuse of spoil and other materials. As a result, the project successfully avoided all export or import of fill for bulk earthworks, any export of green waste generated on-site and managed the re-use of large amounts of materials found on site. The re-use of these materials reduced the need to procure and import materials to site and this also helped reduce Landcom’s overall civil works embodied carbon volumes.

Given the success of the program, we will engage with the relevant stakeholders to understand key learnings for our supplier workshop in FY25, and to identify opportunities for the integration of modern slavery risks in the responsible sourcing plan, where appropriate.

Landcom also engaged with another Tier 1 supplier who delivered our head office refurbishment project in Parramatta to gain a deeper insight into their Tier 2 suppliers and beyond. As a result, all Tier 2 suppliers onsite were issued with and completed Landcom’s modern slavery assessment, including key questions with regards to their supply chain and modern slavery risk exposure. This was an important step towards expanding our visibility of our Tier 2 supply chain and beyond, and we will continue to further interrogate the responses in FY25.





Continue to be actively involved with the Property Council Human Rights and Modern Slavery Working Group

During FY24, we continued our membership of the PCA’s Modern Slavery Working Group. Landcom’s Social Sustainability and Partnerships Manager continued in their role as the Working Group’s co-chair.

During the reporting period, a decision was made to separate the Working Group into two sub-groups, with one (renamed the Human Rights and Modern Slavery Working Group) to focus on broader, strategic human rights issues and collaborative projects, with the other focussed on targeted supplier risk identification processes and technologies. Landcom remains actively involved in both Working Groups and continues to play a pivotal role in connecting key stakeholders in the property industry through events, research, knowledge-sharing and important collective action projects.

Throughout the reporting period, Landcom was actively involved in the following key projects:

- On International Day for the Remembrance of Victims of Slavery, in partnership with Edge Impact, the PCA launched the ‘Pathway to Respecting Human Rights and Addressing Modern Slavery Risks’ – a guide designed to give property and construction businesses and their suppliers practical and actionable steps for respecting human rights and tackling modern slavery.
- We attended a Modern Slavery Statement Review where a panel of independent experts provided members with feedback on the strengths, weaknesses, opportunities, threats and emerging risks in relation to their FY23 modern slavery statements. This is one method by which continuous improvement and collaboration is embedded within the Working Group’s schedule of projects each year.
- Professor John McMillan AO (review lead on the Statutory Review of the *Modern Slavery Act 2018* (Cth) (the Act)) spoke to members about the recommendations contained within the review and implications for members.



Monitor and mature our Modern Slavery Management Plan as needed and in accordance with any of the anticipated changes to the *Modern Slavery Act 2018* (Cth).

During FY24, we engaged an external consultant to assist in developing an operational plan to support the implementation of our modern slavery commitments. The operational plan included suggested workstreams, actions, key metrics and associated indicators for measuring effectiveness for all commitments, including those within our MSMP.

As part of that engagement, a current state assessment of progress against our modern slavery commitments (which includes the commitments listed in our MSMP) was conducted, taking into consideration relevant research, industry performance and practice.

In FY25, as part of a broader strategic review of our Human Rights approach, we intend to review our key modern slavery policies and programs, including our MSMP, in line with state and federal legislative guidance.



Broaden the scope of suppliers required to complete the modern slavery assessment where possible

During the reporting period, we identified the need to deploy a control mechanism for contract variations that push contract values above the current threshold of \$150,000 AUD. In consultation with Landcom’s procurement and legal teams, we intend to implement the control in FY25 as part of a broader review of Landcom’s modern slavery due diligence mechanisms.



Assessing Effectiveness

To assess the effectiveness of our modern slavery commitments and actions, Landcom employs a range of quantitative and qualitative measures, including internal and external reviews, audits, control testing and engaging with internal and external stakeholders. We understand that using a multi-faceted approach to assessment leads to better accountability and continuous improvement outcomes.

We respond to and manage our most salient modern slavery risks through the commitments as laid out in our MSMP. To ensure oversight of our modern slavery risk management processes, the MSMP and progress against its commitments is reported to Landcom's Audit and Risk Management Committee (a sub-committee of Landcom's (Board) twice annually. Specifically, progress is monitored and reported during the reporting period against numeric indicators such as registration and completion rates for modern slavery training, the number of modern slavery incidents reported, grievances raised and instances of modern slavery requiring remediation.

We continue to engage independent third-party experts to review and provide recommendations with respect to the MSMP. During FY24, we worked with an external consultant to review the recommendations made by Professor John McMillan in his Report on the Statutory Review into the *Modern Slavery Act 2018* (Cth) (the Act) tabled in May 2024, with a view to identifying the most relevant and incorporating them into our operational plan workstreams to ensure that when recommendations are enacted, we can readily respond.

In addition, our key modern slavery and related policies and statements (such as our [Human Rights Statement](#)), are reviewed regularly in response to Landcom's policy review schedule and emerging issues and trends.

We continue to have multiple control mechanisms to ensure compliance with our pre-qualification processes, including the requirement for all suppliers awarded a contract with Landcom valued at \$150,000 AUD or more to complete our pre-qualification process, which includes completing our modern slavery assessment questionnaire. The assessment must be updated annually throughout the contract lifecycle to ensure the responses are current.

All suppliers who respond to a tender for Landcom contracts for \$150,000 AUD or more are required to complete the assessment, regardless of whether they are successful. Prior to awarding the tender, Landcom's procurement confirm that the successful supplier has completed the assessment, with any non-completion flagged to Landcom's procurement team.

Improving our assessment processes

Assessing effectiveness was a key focus of a current state and maturity assessment conducted during the reporting period. We identified that whilst the MSMP continues to be an integral mechanism by which we progress and monitor our initiatives, there is ample opportunity to develop a more targeted and structured approach to measuring the effectiveness of our actions, to ensure accountability and continuous improvement year on year.

As a result, we reviewed the current measures employed to assess the effectiveness of our actions, identified gaps, and completed a list of a mix of qualitative and quantitative indicators for all our individual commitments. In FY25, these indicators will be reviewed by Landcom's Modern Slavery Working Group and subject matter experts to ensure they are relevant and appropriate, to then be monitored and reported on in FY25.

Consultation

As Landcom has no additional owned or controlled entities, we are not required to respond to the criterion as set out in the *Modern Slavery Act 2018* (Cth), s. 16(1)(g). We understand that effective stakeholder engagement requires an understanding of those stakeholders that affect, have the potential to be affected by and most importantly, are directly affected by modern slavery risks. Accordingly, we continue to engage both internally and externally as disclosed in this statement.



Appendix A: Assurance Statement

Independent Assurance Statement to the Board and Management of Landcom



Assurance conclusion

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 2024 have not been prepared and presented fairly, in all material aspects, in accordance with the Criteria defined below.
- 'moderate level' of assurance procedures under AA1000AS v3, nothing has come to our attention that causes us to believe that Landcom has not adhered to the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact when reporting its sustainability performance.

Scope

We, ERM Australia Consultants Pty Ltd ('ERM'), 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 2024.

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.

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

Our independence and competencies

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

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



Our methodology

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

- Interviewed functional managers and performed a desktop review of Landcom's policies, including the Strategic Directions, Sustainable Places Strategy, and other key internal documents, as well as web-based information, to understand Landcom's material topics, how they are managed and what progress was made during the reporting period; and 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 Recommendations; 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.

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*.



Evaluating adherence to AA1000 AccountAbility Principles

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

AA1000 AccountAbility Principles	Conclusions and Observations
<p>Inclusivity</p> <p>Has Landcom included stakeholders, allowing people to have a say in decisions that impact them?</p>	<p>We are not aware of any key stakeholder groups which have been excluded from engagement nor any matters that would lead us to conclude that Landcom has not applied the inclusivity principle in managing its approach to sustainability.</p> <p>As per the Landcom Corporation Act 2001, one key objective is to prioritise social responsibility and community interests. Landcom’s Sustainable Places Strategy commits to meaningful community engagement. It aims for strong community involvement in projects, ensuring compliance with its community engagement policy, the Join-In Framework. The Framework includes a publicly disclosed Engagement Charter detailing Landcom’s commitments and principles. Additionally, Landcom engages suppliers to mitigate risks of modern slavery and human rights violations through a Modern Slavery Management Plan.</p>
<p>Materiality</p> <p>Has Landcom identified and been clear about the sustainability topics that matter?</p>	<p>We are not aware of any material topics in our review which have been excluded from the Report, and nothing has come to our attention that causes us to believe that the principle of materiality has not been applied when identifying topics.</p> <p>Landcom conducted a materiality assessment in early 2023 identifying 11 material matters (topics) using the AA1000 Accountability Principles Standard (2018) together with the GRI Materiality standard. All identified material matters have a short description detailing what each matter means to Landcom as well as a links to different sections of the Sustainability Report highlighting how Landcom has responded to each matter.</p> <p>As part of Landcom’s reporting and disclosures, policies and commitments relating to identified material matters are signposted and discussed across the Sustainability Report. These disclosures are in accordance with GRI Standards topic requirements.</p>
<p>Responsiveness</p> <p>Has Landcom acted transparently on material sustainability topics and their related impacts?</p>	<p>We are not aware of any key actions or initiatives responding to material topics which have been excluded from the Report nor any matters that would lead us to conclude that Landcom has not applied the responsiveness principle in it approaches.</p> <p>This reporting period is the first under Landcom’s FY24-27 Strategic Plan: <i>making a bigger difference</i> which was approved by Landcom’s Board in April 2023. The Plan reflects the updates to its Housing Policy which was revised last year 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. The plan reflects Landcom’s central role as part of the NSW Government’s action to increase housing supply and deliver more affordable rental housing for regional NSW. The Sustainable Places Strategy remains in place and continues to demonstrate a comprehensive response to stakeholder perspectives and material matters.</p>
<p>Impact</p> <p>Has Landcom monitored, measured, and held itself to account for how its actions affect broader ecosystems and society?</p>	<p>We are not aware of any key impacts that Landcom has not sought to monitor, measure, and nothing has come to our attention that causes us to conclude that Landcom management has not sought to be accountable for its impacts in the Report.</p> <p>Landcom has established processes to measure, evaluate and manage its impacts related to material matters and its Sustainable Places Strategy. The Sustainability Report describes the actions they have taken to manage actual and potential positive impacts as well as prevent or mitigate potential negative impacts. Landcom has established targets and indicators that are used to track the effectiveness of actions to address material matters and evaluate progress against their Sustainable Places Strategy over time.</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
ERM Partner
Lead CSAP (AccountAbility UK)
Sydney, Australia
13th November 2024



AA1000
Licensed Report
000-266/V3-GDDW3



Appendix B:

TCFD Statement

Landcom recognises the systemic threat posed by climate change and the need for urgent mitigating action. Landcom also acknowledges that not only will climate change impact our operations, but that our operations in turn have an impact on the climate.

In 2018 Landcom launched its Sustainable Places Strategy, directly aligned to the Sustainable Development Goals, Paris Agreement and 100 Resilient Cities Program (now Resilient Cities Network). 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 continues to mature our overall approach to mitigating the risks of climate change to our organisation. Landcom first adopted the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) in FY20 and began progressively disclosing each year and working towards full alignment.

In FY24, we continued to mature our approach for climate risk assessment as a 2023 review of our materiality highlighted climate risk as being one of our most material matters. We now have a portfolio-based assessment and tracking platform to better identify standard risks and mitigation approaches. This platform is already supporting progress tracking of adaptation actions throughout the entire lifecycle of a project. As part of this update, our projects now consider transition risks alongside physical risks, most notably implications for insurance and mortgages for our future residents. It is expected that this new process will help Landcom better manage climate risks at both the organisational and project levels. This new process will also support the integration of nature-related risks and mitigation approaches and actions such as nature-based solutions that can support improved climate-resilience, while positively impacting on nature.

Landcom further understand that the new sustainability standards issued by the International Sustainability Standards Board (ISSB) through the International Financial Reporting Standards (IFRS) Foundation have fully incorporated the recommendations of the TCFD. These new standards are being introduced in Australia through the Australian Sustainability Reporting Standards, administered by the Australian Accounting Standards Board as well as through NSW Government Annual Reporting Requirements around climate risk. Our voluntary alignment with the TCFD has placed us well for both of the upcoming sustainability and climate-related disclosure standards as we look to disclose under these new standards from FY25.

We recognise that there will always be space for continuous improvement and maturity when responding to climate change risks and opportunities. We have aligned with the TCFDs as it has been leading practice, and our disclosures are presented below with consideration to the interests of our stakeholders. Our disclosures present relevant information that is to the best of our abilities and knowledge complete, neutral and free from errors. By maintaining this level of transparency, we hope that readers are able to understand the effects of climate change and those risks and opportunities presented to Landcom.



Governance

Recommended Disclosure

Status of Disclosure

Describe the Board’s oversight of climate-related risks and opportunities.

Established



Describe management’s role in assessing and managing climate-related risks and opportunities.

Established



Landcom Response / Action

Landcom has a robust and established governance structure for the corporation, [Landcom Annual Report: Our Governance Structure, p.19](#). 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:

- Our Board consider climate risks disclosed as part of all project acquisitions alongside other risks and opportunities.
- Board capability includes members well-versed in climate risk and sustainability.
- Our Board and Executive Committee approve Landcom’s Sustainability and Annual reports, including relevant climate-related performance, disclosures and when relevant, updates to our targets and metrics.
- At least twice annual Climate Risk Management Plan updates to the Audit and Risk Committee including a corporation-wide Strategic Risk around environmental sustainability, encompassing climate risk.
- Monitoring of climate-related risks and action on opportunities is undertaken through Landcom’s Strategic and Operational Risk registers, managed between the Executive Committee, Director – Audit and Risk and Director – Sustainability & Learning.
- Executive Committee and Senior Leadership Team all have Key Performance Indicators for climate risk management.
- Our Executive General Manager (EGM) – Communications & Strategy provides quarterly Board updates and monthly Executive Committee updates on climate-related issues and progress. The EGM monitors progress against our sustainability targets and provides executive sponsorship on our annual sustainability strategic milestones.
- Director – Sustainability & Learning oversees assessment and management of climate-related issues including divisional milestones, Climate Active certification, GRESB reporting, project-specific assessments and Annual Sustainability Report assurance, reporting to the EGM – Communications & Strategy.

Future Priorities / Actions

Holistic review of Climate Risk Management Plan during FY25 to respond to new key legislation, regulatory standards and new priorities and/or actions.

Continue all existing governance protocols.



Strategy

Recommended Disclosure

Status of Disclosure

Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	Established	E
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Initiated	I
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Established	E

Landcom Response / Action

As highlighted in [Climate Resilient Places Pillar \(p.10-27\)](#), based on a number of project-specific climate risk assessments undertaken, key climate-related physical risks, over all time horizons, to Landcom include increased incidents of extreme heat and bushfire, while extreme flooding is beginning to become more prevalent across our portfolio. As understood through our transition risk planning, key climate-related transition risks to Landcom include stranded assets, increases in green premiums across construction materials and activities, increases to insurance premiums and affordability concerns related to mortgages for our residents.

Between FY21 and FY22, Landcom undertook a project to model the potential financial implications of selected climate-related risks that were identified as being most likely to influence Landcom's operations from a business, strategy and/or financial perspective. As part of this project, Landcom reviewed the Intergovernmental Panel on Climate Change's 6th Assessment Report and [selected three scenarios](#), including a 2°C or lower scenario, to support our climate risk assessments. Furthermore, two of our chosen scenarios align with the latest NSW and Australian Regional Climate Modelling updated projections (NARClIM 2.0), which will further continue to support quantitative assessments of climate risks for Landcom.

As highlighted in the [Case Study: Net Zero Transition Plan \(p.19\)](#), Landcom will prepare a Net Zero Transition Plan over FY25 that will articulate the risks and actions required to support the NSW Government's Net Zero targets, including changes across the business and our portfolio to achieve these targets. As we have seen, opportunities such as green products like those certified by the Green Building Council of Australia can attract value uplift, while making places healthier and more resilient to live in.

For further reading on our progress, refer back to:

- [Case Study: Transition Risk Priority Actions](#)
- [Case Study: Working with BASIX](#)
- [Case Study: Carbon in Construction](#)
- [Case Study: Exploring the benefits and costs of deconstruction](#)

Future Priorities / Actions

Disclose our leadership goal sustainability roadmap, targets and progress for our project portfolio.
Continue to identify, model and disclose key transition risks for the organisation.



Risk Management

Recommended Disclosure

Status of Disclosure

Describe the organisation’s process for identifying and assessing climate-related risk.	Established	E
Describe the organisation’s process for managing climate-related risks.	Established	E
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.	Established	E

Landcom Response / Action

Landcom has a robust risk management framework including an Enterprise Risk Management Framework with which climate risks are assessed against to better integrate into whole-of-business decision-making. An overview of this risk management process can be found in Landcom [Annual Report: Risk management](#). Climate risks are also considered through a separate category within our Risk Appetite Statement and included in all our relevant risk registers at both the corporate and project levels. Furthermore, Landcom has identified climate risk within one of our five new Strategic Risks (Planet).

Climate risks and opportunities are presented across multiple forums at Landcom including Board decisions on acquisitions, at least twice yearly at Audit and Risk Committee meetings, periodic deep dive Audits, quarterly Board updates and monthly Executive Committee updates. Information presented covers both project specific information as well as the latest trends, insight and implications of global and domestic legislation, policy, guidance and best practice.

Our approach to addressing climate risk at the project level can be found in our [Climate Resilient Places Management Approach: Climate & Resilience \(p.13\)](#). This process is applied to each and every one of our projects from the acquisition phase all the way to handover with the end owner/operator. Our portfolio climate risk tool can support identification and assessment of individual risks, specific to the project, based on local projections, mapping and observations. The assessment further brings future-looking climate projections to support the appropriate assessment of risks and corresponding identification of opportunities (both mitigation and adaptation). Every one of our projects has a target to identify practical and demonstrable measures to respond to key climate risks and Landcom continues to achieve 100% on this target year-on-year.

For further reading on our progress, refer back to:

- [Case Study: Transition Risk Priority Actions](#)
- [Case Study: Heat Resilient Communities](#)
- [Case Study: Climate Active Journey](#)
- [Case Study: Working with BASIX](#)
- [Case Study: Carbon in Construction](#)
- [Case Study: Exploring the benefits and costs of deconstruction](#)
- [Case Study: Transition Risk Scenario Analysis](#)

Future Priorities / Actions

- Continue to advance understanding and disclosures of climate-related financial impacts to the organisation.
- Understand the integration of nature alongside climate risk for the organisation.



Metrics and Targets

Recommended Disclosure

Status of Disclosure

1. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Established	E
2. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Initiated	I
3. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Established	E

Landcom Response / Action

Since the adoption of Landcom’s Sustainable Places Strategy in 2018, metrics and targets have been a central focus, with 15 targets in our Climate Resilient Places Pillar aimed at Climate, Energy & Emissions, Environmental Management, Waste, Materials and Water. In particular, Landcom annually tracks metrics related to these targets. In particular, these targets work to support response to physical climate-related risks in the form of urban heat island reduction targets, solar reflective index standards for roofing and requirements for all projects to demonstrate actions aimed at addressing high and extreme rated physical climate hazard risks. Furthermore, our targets have supported and placed Landcom in a good position at responding to key identified transition climate-related risks, including our targets around GHG reduction, upfront/embodied carbon and renewable energy generation. Furthermore, Landcom has been proudly Carbon Neutral Certified under the Climate Active scheme for the past four years, covering our Scope 1 and 2 emissions, as well as limited Scope 3 emissions. As we move from a carbon neutral approach towards net zero, our transition plan will outline our methodology, measurement approach, baseline and targets for achieving net zero. Read more in our [Case Study: Net Zero Transition Plan \(p.19\)](#).

A full list of our targets and the metrics we use to track performance as well as some of those outcomes can be found in the following sections:

- [Climate & Resilience Performance Results, p.15](#)
- [Energy & Emissions Performance Results, p.18](#)
- [Environmental Management Performance Results, p.20](#)
- [Waste & Materials Performance Results, p.22](#)
- [Water Performance Results, p.25](#)
- [Innovation Performance Results, p.43](#)
- [Case Study: Transition Risk Scenario Analysis](#)
- [Case Study: Transition Risk Priority Actions](#)
- [Case Study: Heat Resilient Communities](#)
- [Case Study: Climate Active Journey](#)
- [Case Study: Working with BASIX](#)
- [Case Study: Carbon in Construction](#)
- [Case Study: Exploring the benefits and costs of deconstruction](#)
- [Landcom’s CY23 Climate Active Product Disclosure Statement](#)

Future Priorities / Actions

1. Investigate and adopt appropriate metrics for considering transition risks.
Develop a nature strategy to explore the nexus with climate and how targets around nature-based solutions can support climate resilience.
2. Continue to drive down Scope 1, 2 and 3 organisational emissions.
Expand our organisational emissions boundary to include Scope 3 emissions within our sphere of control and develop appropriate intensity or absolute metrics.
3. Continue to 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.



Appendix C:

Summary of Stakeholder Matters

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 Government agencies, including: Department of Climate Change, Energy, the Environment and Water Department of Defence (Commonwealth Government) Housing Australia (Commonwealth Government)	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 Former Greater Cities Commission Treasury T-Corp Department of Planning, Housing and Infrastructure Office of Environment and Heritage Department of Climate Change, Energy, the Environment and Water 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 School Infrastructure NSW Utilities Health Infrastructure NSW Department of Regional NSW NSW Reconstruction Corporation Homes NSW	Meetings and briefings Workshops Telephone, video-conference, meetings and emails 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, SCI & Business Plan, new initiatives and adoptions Councils' debt and T-Corp land availability 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 about projects, components and progress against milestones and objectives Voluntary Planning Agreements and modifications to existing approvals Regional park embellishment and use Provide service crossings to service land Debt, grants and subsidies for Affordable Housing Collaboration on site specific projects



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, Development Applications and Voluntary Planning Agreements</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, workshops, pop-ups, door knocking and presentations</p> <p>Telephone, emails and letters</p> <p>Ongoing project liaison including through Community Advisory Panels Reference Groups</p> <p>Website, social media and newsletter updates</p> <p>Surveys and feedback forms</p> <p>Attendance at community group meetings, ongoing liaison through reference groups</p>	<p>Development of plans for precinct</p> <p>Construction updates</p> <p>Community events and programming</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> <p>Visioning to identify needs and aspirations</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>Requests for tender</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	University collaborations	Research investments
	Telephone, emails and letters	Development of plans for precinct
	Surveys	Access to teaching materials and project information
	Fieldwork programs	Facilitating school precincts
	Liaison with school principal	Maximising shared use of school buildings
	Ongoing project liaison including through Project Control	Shared use of open space
	Group meetings	Design, heritage and other aspects of existing spaces
	Meetings with academics	Access to buildings/land
Indigenous groups and individuals, Local Aboriginal Land Councils, NSW Aboriginal Land Council	Aboriginal Cultural Heritage Liaison Committee meetings	Coordinate pre-construction activities and archaeological survey
	Meetings, briefings and presentations	Design with Country
	Telephone, emails and letters	Development of plans for land to deliver benefits for the Aboriginal communities
	Walks on Country	Design of Aboriginal cultural heritage areas
		Other indigenous matters
Media – TV news, radio and newspaper	Interviews	Ongoing consultation and collaboration opportunities
	Social media updates	Development and progress of plans for projects and precinct
	Media releases	Opportunity to explain balanced outcomes at projects
		Opportunity to balance coverage and correct the record on projects



Appendix D:

GRI Content Index

Statement of Use: Landcom has reported the information cited in this GRI content index for the period 1 July 2023 to 1 June 2024 with reference to the GRI Standards.

Location or comment refers to Landcom's FY24 Sustainability Report, unless specified otherwise.

GRI 2: General Disclosures 2021		Location or comment
2-1	Organisational details	About This Report, Reporting Boundaries Accountable & Collaborative Places, Who we are & what we do
2-2	Entities included in the organisation's sustainability reporting	FY24 Annual Report, Financial Statements and Notes, 1.1 Reporting Entity
2-3	Reporting period, frequency and contact point	About This Report Landcom website 'Contact us'
2-4	Restatements of information	There are no restatements within this report.
2-5	External assurance	About This Report Appendix A: Assurance Statement Appendix B: TCFD Statement
2-6	Activities, value chain and other business relationships	Accountable & Collaborative Places Overview Accountable & Collaborative Places, Who we are & what we do Accountable & Collaborative Places, Human Rights Performance Accountable & Collaborative Places, Modern Slavery Statement Accountable & Collaborative Places, Supply Chains In FY24, Landcom had no significant changes to the organisation size, structure, ownership or supply chain. FY24 Annual Report <ul style="list-style-type: none"> • Our Organisation • Performance Against Statement of Corporate Intent • Related parties and joint arrangements • Operations and performance, Our achievements
2-7	Employees	FY24 Annual Report, Management & Accountability
2-8	Workers who are not employees	Note as a State-Owned Corporation Landcom has Minister Shareholders, not cross-shareholding or controlling shareholders.
2-9	Governance structure and composition	FY24 Annual Report, Overview, Management and structure FY24 Annual Report, Our Board of Directors
2-10	Nomination and selection of the highest governance body	FY24 Annual Report, Appendix 1 - Corporate Governance FY24 Corporate Governance Statement
2-11	Chair of the highest governance body	Landcom's Board Charter Landcom website 'Governance' Note as a State Owned Corporation Landcom has Minister Shareholders, not cross-shareholding or controlling shareholders.



GRI 2: General Disclosures 2021		Location or comment
2-12	Role of the highest governance body in overseeing the management of impacts	<p>Appendix B: TCFD Statement</p> <p>Appendix C: Summary of Stakeholder Matters</p> <p>FY24 Annual Report, Management & Accountability</p> <p><i>Landcom Corporations Act 2001 (NSW)</i>, consultation on sustainability targets is required as part of the <i>Landcom Corporations Act 2001 (NSW)</i>.</p>
2-13	Delegation of responsibility for managing impacts	<p>Appendix B: TCFD Statement - Governance</p> <p>FY24 Annual Report, Management and Accountability</p> <p>FY24 Annual Report, Our Board of Directors</p> <p>FY24 Annual Report, Appendix 1 - Corporate Governance</p> <p>Landcom's Board is the highest governance body responsible for the overall governance, management and strategic direction of the organisation.</p> <p>Landcom's Audit & Risk Management Committee is a delegation of the Board and specifically considers audit and risk management matters relevant to the business (e.g. climate risk). This Committee meets quarterly and is comprised of Board members and Executives.</p>
2-14	Role of the highest governance body in sustainability reporting	<p>Landcom's Board is the highest governance body responsible for reviewing and approving the Sustainability Report and Annual Report.</p> <p>Members of the Executive team are key stakeholders in the identification of Landcom's sustainability related material topics, and the Board is advised of the process undertaken, and subsequently the material matters adopted by the organisation.</p>
2-15	Conflicts of interest	<p>Landcom's Board Charter</p> <p>Landcom's Staff Code of Conduct</p> <p>Landcom's Handling Conflicts of Interest Policy</p>
2-16	Communication of critical concerns	<p>The Board is provided with risk updates on a monthly basis. During the reporting period there were no risks of critical concern.</p>
2-17	Collective knowledge of the highest governance body	<p>The Board receives regular updates on sustainability matters, which includes training and upskilling. There is no set program to deliver training, rather the business responds to the Board's needs and interests as they arise.</p> <p>FY24 Annual Report, Appendix 1 - Corporate Governance</p> <p>FY24 Corporate Governance Statement</p>
2-18	Evaluation of the performance of the highest governance body	<p>FY24 Annual Report, Appendix 1 - Corporate governance, Board performance review</p> <p>Landcom's Board Charter, Performance evaluation</p>
2-19	Remuneration policies	<p>Landcom Award 2022</p>
2-20	Process to determine remuneration	<p>FY24 Annual Report, Management & Accountability, Executive diversity and remuneration</p>
2-21	Annual total compensation ratio	<p>Landcom Financial Statements for the year ended 30 June 2024</p> <p>Landcom Award 2022</p> <p>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.</p>



GRI 2: General Disclosures 2021		Location or comment
2-22	Statement on sustainable development strategy	Message from the CEO Overview, Where to next with the Sustainable Places Strategy
2-23	Policy commitments	All policies are endorsed by the Landcom Executive, for approval by the Board.
2-24	Embedding policy commitments	Landcom's full suite of policies, Statement of Corporate Intent, strategies, reports and governance details can be found on our website
2-25	Processes to remediate negative impacts	Human Rights Performance Modern Slavery Statement Human Rights Statement Human Rights Remediation Guide Speak Up Hotline Landcom website 'Contact us'
2-26	Mechanisms for seeking advice and raising concerns	Landcom's Staff Code of Conduct Landcom's Supplier Code of Conduct
2-27	Compliance with laws and regulations	There were no instances of non-compliance with laws and regulations that apply to Landcom.
2-28	Membership 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.
2-29	Approach to stakeholder engagement	Design through Engagement Appendix C: Summary of Stakeholder Matters Join In - Engagement Charter Community Participation Plan
2-30	Collective bargaining agreements	Landcom Award 2022 The majority of Landcom staff are employed in accordance with the Landcom Award 2022.



GRI 3: Material Topics 2021		Location or comment
3-1	Process to determine material topics	About this Report Material Matters
3-2	List of material topics	Reporting Boundaries
3-3	Management of material topics	<p>Landcom periodically reviews its material topics to ensure they remain aligned to industry best practice. Professional consultants are engaged to support Landcom through the GRI aligned process of identifying and applying material topics, and ensuring alignment of our sustainability targets and disclosures.</p> <p>Members of the Executive team are key stakeholders in the identification of Landcom's sustainability related material topics, and the Board is advised of the process undertaken, and subsequently the material matters adopted by the organisation.</p> <p>Other stakeholders involved include Landcom Board members, staff, industry peers, consultants, government bodies and approval entities.</p>

N.B. Landcom's GRI Topic Standards remain current and do not require revision with the exception of GRI 412: Human Rights Assessment 2016 which has been withdrawn as its contents have been incorporated into the Universal Standards

GRI 101: Biodiversity 2024		Location or comment
101-1	Policies to halt and reverse biodiversity loss	Climate Resilient Places, Climate & Resilience Climate Resilient Places, Climate & Resilience Performance Results, Biodiversity
101-2	Management of biodiversity impacts	
101-4	Identification of biodiversity impacts	
101-5	Locations with biodiversity impacts	
101-6	Direct drivers of biodiversity loss	
101-7	Changes to the state of biodiversity	

GRI 201: Economic Performance 2016		Location or comment
201-1	Direct economic value generated and distributed	FY24 Annual Report, Chair's review FY24 Annual Report, Landcom financial statements for the year ended 30 June 2024 Note: all operations are within Australia.
201-2	Financial implications and other risks and opportunities due to climate change	Appendix B: TCFD Statement
201-3	Defined benefit plan obligations and other retirement plans	FY24 Annual Report, Landcom financial statements for the year ended 30 June 2024 Notes to the Financial Statements, About this report, Summary of material accounting policies
201-4	Financial assistance received from government	N/A. Landcom is a State-Owned Corporation.



GRI 203: Indirect Economic Impacts 2016		Location or comment
203-1	Infrastructure investments and other services supported	Refer to GRI 2-6.
203-2	Significant indirect economic impacts	Productive Places Pillar Overview Productive Places, Training & Employment Performance Results
GRI 204: Procurement Practices 2016		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 2016		Location or comment
205-1	Operations assessed for risks related to corruption	FY24 Annual Report, Management & Accountability, Public access to Information and the Protection of Privacy
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		Location or comment
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 2016		Location or comment
302-1	Energy consumption within the organisation	Climate Resilient Places Pillar Overview Climate Resilient Places, Energy, Emissions and Water Climate Resilient Places, Energy & Emissions Performance Results NSW Government Resource Efficiency Policy (GREP)
302-3	Energy intensity	NSW Government Resource Efficiency Policy (GREP)
302-4	Reduction of energy consumption	NSW Government Resource Efficiency Policy (GREP) Landcom increased its energy consumption in FY24. Fuel consumption increased in FY24 from FY23. Sources of fuel consumption are gas use in our sales offices and fleet vehicle fuel combustion. Electricity used to power our operations was 128,442 kWh - an increased from the 124,997 kWh of electricity use in FY23.



GRI 303: Water and Effluents 2018		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. Climate Resilient Places Pillar Overview Climate Resilient Places, Energy, Emissions and Water Climate Resilient Places, Water Performance Results
303-3	Water withdrawal	N/A.
303-4	Water discharge	Landcom does not directly or materially withdraw or discharge water
303-5	Water consumption	
GRI 305: Emissions 2016		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	Climate Resilient Places, Energy, Emissions and Water NSW Government Resource Efficiency Policy (GREP)
305-5	Reduction of GHG emissions	Climate Resilient Places Pillar Overview Climate Resilient Places, Energy & Emissions Performance Results, Greenhouse Gas Emissions Reduction
305-6	Emissions of ozone-depleting substances	N/A.
305-7	NOx, SOx and other significant air emissions	Landcom does not emit any material ozone-depleting substances in our activities or products, or have any material air quality emissions. For details on how we are approaching air quality see Climate Resilient Places Pillar Overview .
GRI 306: Effluents and Waste 2016		Location or comment
306-1	Water discharge by quality and destination	Climate Resilient Places, Energy, Emissions and Water
306-2	Waste by type and disposal method	Climate Resilient Places Pillar Overview Climate Resilient Places, Waste & Materials Climate Resilient Places, 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 Climate Resilient Places, Waste & Materials Climate Resilient Places, Waste & Materials Performance Results
306-5	Water bodies affected by water discharges and/or runoff	Climate Resilient Places, Waste & Materials Performance Results



GRI 308: Supplier Environmental Assessment 2016		Location or comment
308-1	New suppliers that were screened using environmental criteria	All service providers are required to comply with Landcom's Supplier Codes of Conduct that requires suppliers to meet high standards in relation to issues such as anti-corruption, environmental protection and social impacts.
308-2	Negative environmental impacts in the supply chain and actions taken	<p>Landcom has supplier panels set up for our main activities, including:</p> <ul style="list-style-type: none"> Builders (17 suppliers) Civil works (21 suppliers) Landscaping (10 suppliers) <p>These panels are identified as having the potential to generate negative environmental impacts via works that may be undertaken.</p> <p>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.</p> <p>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 2016		Location or comment
401-1	New employee hires and employee turnover	<p>Refer to GRI 2-7 and 2-8</p> <p>FY24 Annual Report, Management and accountability, Employee turnover and new starter by gender and age group</p>
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Landcom Award 2022
401-3	Parental leave	FY24 Annual Report, Management and accountability, Parental leave
GRI 403: Occupational Health and Safety 2018		Location or comment
403-1	Occupational health and safety management	<p>FY24 Annual Report, Work health and safety</p> <p>FY24 Annual Report, Appendix 4 - Compliance checklist</p>
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	Landcom works with an integrated Health, Safety and Environment Framework aligned to international standards.
403-4	Worker participation, consultation, and communication on occupational health and safety	Landcom has agreed to consult with workers through a Work Health and Safety Consultative Committee.
403-5	Worker training on occupational health and safety	<p>Landcom's Staff Code of Conduct</p> <p>Landcom's Supplier Code of Conduct</p>



403-6	Promotion of worker health	Accountable & Collaborative Places, Human Rights Performance, Workplace Health & Wellbeing
403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Landcom's Staff Code of Conduct Landcom's Supplier Code of Conduct
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	FY24 Annual Report, Incident statistics - injury frequency rates recorded and prosecutions under the <i>Work Health and Safety Act 2011 (NSW)</i>
403-10	Work-related ill health	N/A. Work-related ill health is not material to Landcom operations.
GRI 404: Training and Education 2016		Location or comment
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 2016		Location or comment
405-1	Diversity of governance bodies and employees	FY24 Annual Report, Appendix 1 - Corporate Governance, Diversity & Inclusion FY24 Annual Report, Management and accountability, The Landcom team: Three-year comparison
405-2	Ratio of basic salary and remuneration of women to men	New South Wales Public Service Commission - Gender Pay Gap
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 2016		Location or comment
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Accountable & Collaborative Places, Human Rights Performance Accountable & Collaborative Places, Modern Slavery Statement Landcom Award 2022
GRI 408: Child Labour 2016		Location or comment
408-1	Operations and suppliers at significant risk of incidents of child labour	Accountable & Collaborative Places, Human Rights Performance Accountable & Collaborative Places, Modern Slavery Statement
GRI 409: Forced and Compulsory Labour 2016		Location or comment
409-1	Operations and suppliers at significant risk of incidents of forced or compulsory labour	Accountable & Collaborative Places, Human Rights Performance Accountable & Collaborative Places, Modern Slavery Statement
GRI 411: Rights of Indigenous Peoples 2016		Location or comment
411-1	Incidents of violations involving rights of indigenous peoples	Nil.



GRI 413: Local Communities 2016		Location or comment
413-1	Operations with local community engagement, impact assessments, and development programs	Healthy & Inclusive Places Pillar Overview Healthy & Inclusive Places, Health, Equity & Inclusion, Community Connection & Safety
413-2	Operations with significant actual and potential negative impacts on local communities	Healthy & Inclusive Places, Health, Equity & Inclusion, Community Connection & Safety Performance Results
GRI 414: Supplier Social Assessment 2016		Location or comment
414-1	New suppliers that were screened using social 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.
414-2	Negative social impacts in the supply chain and actions taken	
GRI 415: Public Policy 2016		Location or comment
415-1	Political contributions	As a government organisation Landcom is prohibited from making political contributions.
GRI 416: Customer Health and Safety 2016		Location or comment
416-1	Assessment of the health and safety impacts of product and service categories	Healthy & Inclusive Places Pillar Overview Healthy & Inclusive Places, Health, Equity & Inclusion, Community Connection & Safety Performance Results



Creating more affordable
and sustainable communities

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.