

Sustainable Places Strategy

FY27-30





Contents

Executive summary	3
Introduction	4
Industry leadership and innovation	6
Sustainable places	8

Four interconnected pillars

01	
People	14

02	
Planet	16

03	
Prosperity	18

04	
Performance	19

Project delivery cycle	20
------------------------	----

Actions and measurement metrics	22
---------------------------------	----



Executive summary

Landcom's first Sustainable Places Strategy (2017) established sustainability as a guiding principle for our delivery of homes and communities across NSW.

Since then, Landcom's operating context has changed significantly. Government priorities have sharpened around the housing crisis and expanded Landcom's role to the built form, including Build to Rent, Affordable Housing, and Modern Methods of Construction. At the same time, expectations for climate action, nature protection, social value and transparency have increased, supported by more mature frameworks for decarbonisation, biodiversity and climate risk disclosures.

This refreshed Sustainable Places Strategy FY27–30 (SPS) provides a clear, practical framework for embedding sustainability across Landcom's expanded operations and delivering on our strategic objectives. It applies across the full life cycle of housing delivery, from acquisition and excellence in urban design, through to delivery, divestment and long-term operations. It aligns with government priorities, emerging regulatory requirements and recognised global standards.

To deliver on the expanded SPS, our activities and outcomes will be monitored across short-, medium- and long-term time horizons. This approach enables Landcom to understand and communicate both immediate delivery outcomes and the longer-term sustainability-related risks, opportunities and impacts arising from our activities.

Sustainability is not separate from housing delivery. It is fundamental to creating places that remain liveable, resilient, affordable and commercially successful over the long-term. Through good planning, engagement with our communities and best practice urban design, Landcom can create homes and communities that respond to climate change, strengthen social outcomes, support housing affordability and deliver lasting value for communities, government and industry.

Introduction

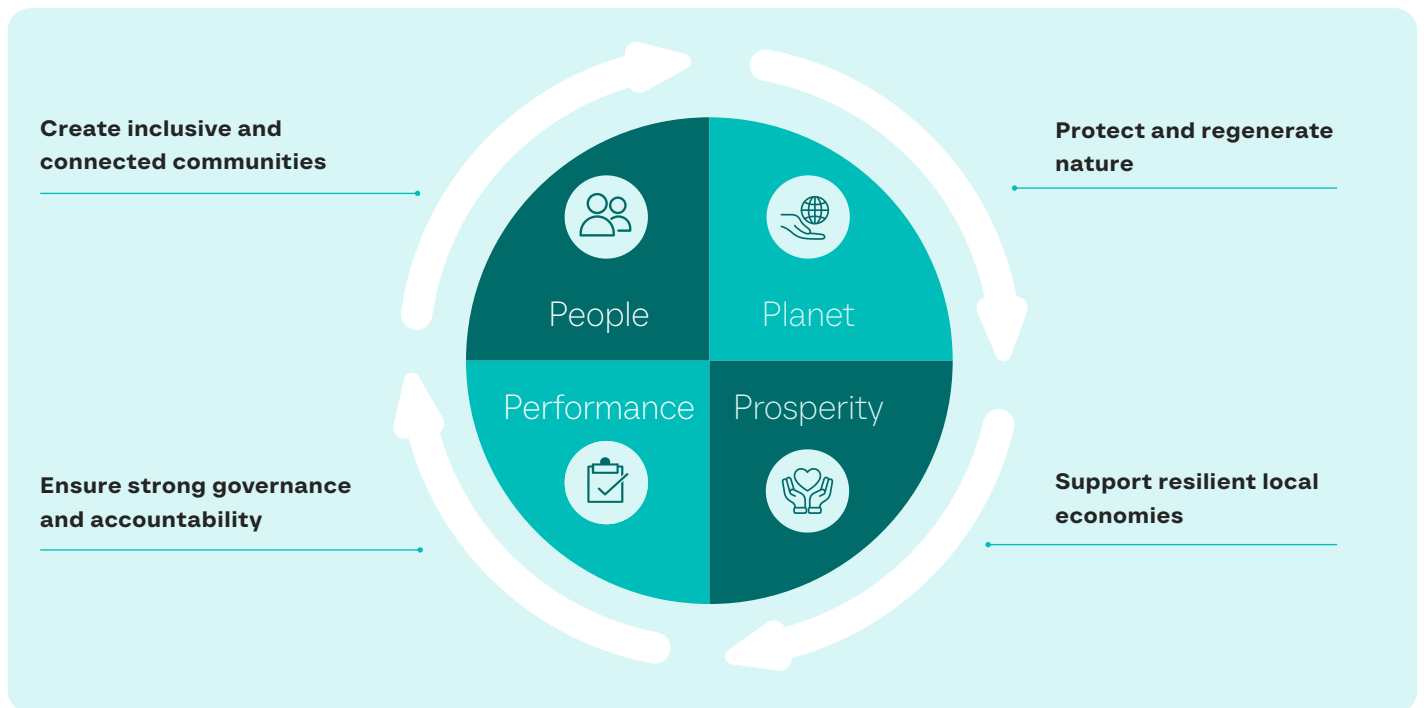
As the world transitions to a low carbon economy, Landcom is uniquely positioned to unlock economic, social and environmental value through the delivery of future-focused homes and communities.

Landcom delivers homes, neighbourhoods and communities across NSW. The quality, resilience and liveability of these places is shaped by decisions made from acquisition through to planning, design, delivery and ongoing management.

The SPS provides the framework for integrating sustainability into those decisions so that the places we create, will deliver enduring value for the people of NSW.



Figure 1: Sustainable places



Design excellence is a critical enabler of sustainability outcomes. Well-designed homes, buildings, parks and public spaces support social connection, climate resilience and long-term value. Through the SPS, sustainability and design excellence work together to create places that are functional, adaptable and responsive to community needs. Engaging with our communities early, and throughout the life cycle of projects, ensures Landcom designs and delivers places people need now and into the future.

The SPS is structured around four interconnected pillars: **People, Planet, Prosperity, and Performance.**

Together, these pillars guide how Landcom balances social outcomes, environmental stewardship, economic value, and accountability.

They guide how we:

- create inclusive and connected communities
- protect and regenerate nature
- support resilient local economies
- ensure strong governance and accountability.

Industry leadership and innovation

Through research, innovation and demonstration, Landcom will lead the transition to a low carbon, nature positive and resilient economy. Sharing what we learn to support positive industry change.

The SPS creates an operating environment where Landcom can continue to innovate and test new approaches, in a rapidly changing economic and environmental climate. We will continue to work with government, industry and academia to address key challenges in the built environment.

Research and development

Landcom has a strong history of delivering targeted research that addresses knowledge gaps in urban development. We have delivered critical research on energy sharing, climate resilience, carbon emissions reduction, creative placemaking and urban food systems. Seeking to learn more about what matters most to our business and to our communities and delivery partners. Our ongoing commitment to quality research will extend beyond environmental sustainability to address Landcom's contribution to improved social value and to the way we deliver affordable and high quality homes and communities.

Through the SPS we will continue to:

- test ideas on live projects and, where successful, embed and scale what works
- invest in tools and frameworks that improve social and environmental outcomes
- share our research and knowledge to support positive industry change.

Net zero transition

Landcom is committed to leading the built environment industry in decarbonisation. We have advanced from a carbon neutral position (addressing corporate-level scope 1, 2, and select scope 3 emissions) to an industry leading Net Zero Transition Plan that addresses all scopes of emissions across all Landcom activities. We will prioritise emissions avoidance and reduction first, supported by credible pathways for residual emissions.

Achieving a net zero outcome will be complex and require deep engagement with our suppliers and partners. The best way for us to reach net zero is to integrate the initiatives we have tested and proven, to drive the uptake of low carbon design, materials, technologies and processes. We will then measure and report on our progress, continually reviewing how we are tracking against our targets and making improvements as the industry adapts and changes.

Designing with nature

Our ambition is to move beyond minimising impacts on nature toward a more holistic, Country-centred approach. We will continue to strengthen how we apply our Connecting with Country Framework, ensuring our places are designed in relationship with Country.

Delivering housing within the limits that our planet can support, is a complex process. It requires sustained collaboration and focus. We aim to position nature as a partner, recognising its essential role in supporting resilient and liveable communities.

This approach draws on deeper connections to nature to support cultural values, enhance biodiversity, build climate resilience and improve wellbeing for both people and ecosystems.

Looking ahead

The pace of change across the urban development, sustainability and technology landscape is accelerating. Landcom recognises that emerging risks, opportunities and innovations are shaping how sustainable places are planned, delivered and managed over the coming decades. To ensure the SPS remains fit-for-purpose, forward-looking and aligned with contemporary risks, opportunities and industry best practice, it will be regularly reviewed to address any significant industry changes.

Key emerging areas we are currently addressing include:

- The rapid **advancement of artificial intelligence** and digital technologies and how we manage these changes responsibly.
- **Emerging environmental contaminants**, including Polyfluoroalkyl Substances (PFAS) and pervasive plastic waste.
- **Supply chain resilience and disruptions** from geopolitical and climate change impacts.
- **Transition risks** as the global economy decarbonises.



Sustainable places

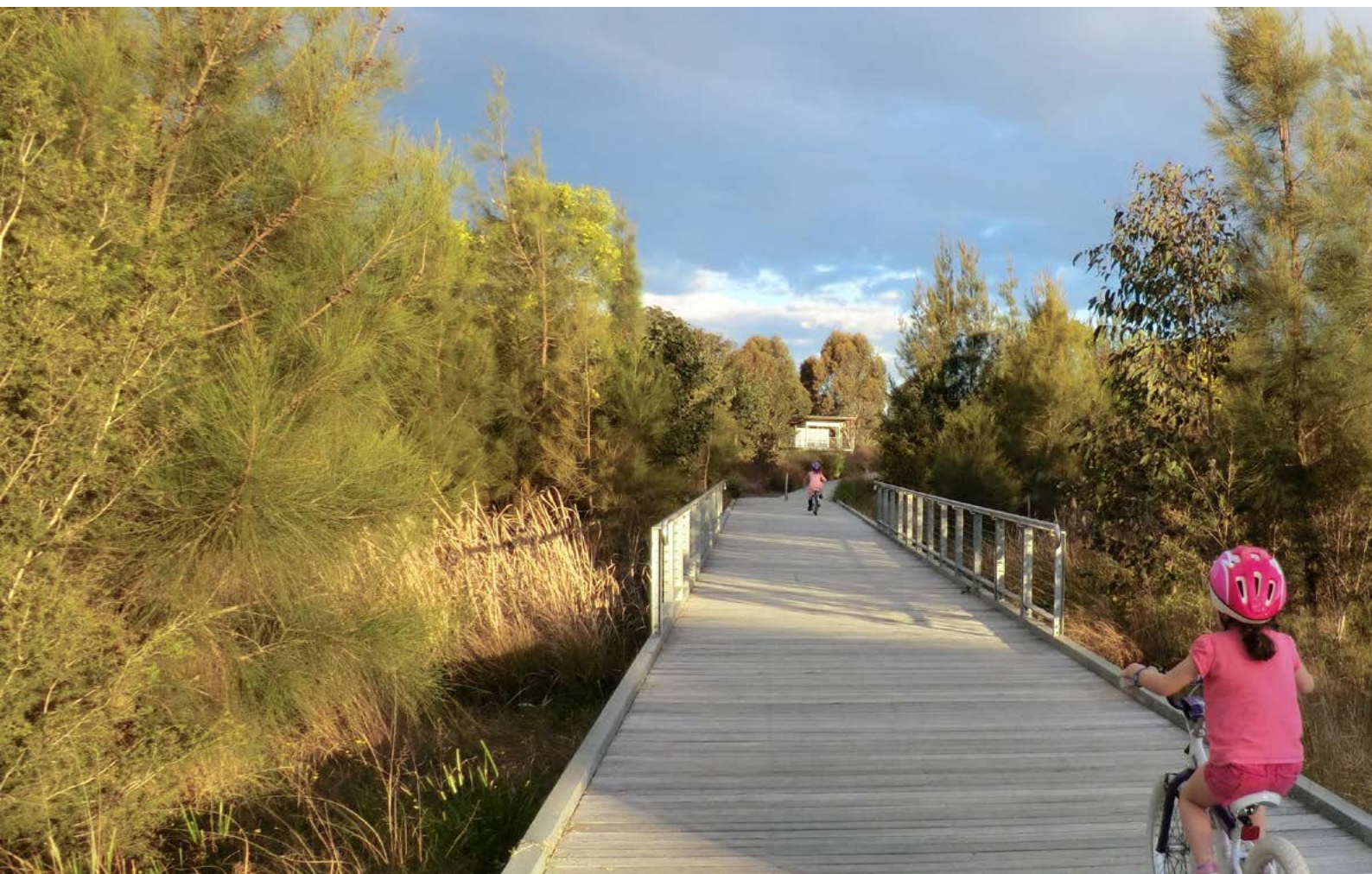
How the Sustainable Places Strategy (FY27–30) is applied

The SPS integrates directly with Landcom's existing policies, plans and delivery frameworks. It brings these together into a single, coordinated approach that clarifies expectations and ensures consistency across projects and corporate activities.

The SPS provides a framework for balancing social, environmental and economic outcomes. Sustainability outcomes are considered alongside project objectives, feasibility, delivery risks and opportunities – supporting Landcom's housing delivery objectives and our ambition to be a leader in the delivery of resilient communities.

At a corporate level, it guides:

- capability building across climate change, net zero, nature, and social value creation
- investment decisions that support positive social and environmental outcomes
- transparent governance, reporting and assurance processes
- research and development
- adherence to legal and regulatory requirements.



At a project level, the SPS is embedded through:

- early risk and opportunity assessments across climate, nature and social value
- enabling a Country-centred approach across the full life cycle of projects
- engaging with community partners early and through project life cycles
- project-specific Sustainable Places Plans, with outcomes integrated into the delivery teams' Project Plans
- clearly defined sustainability targets, certification pathways, and carbon budgets allocated to projects
- ongoing monitoring of outcomes.

Delivery of corporate sustainability outcomes will be managed through integration of SPS outcomes in the **Performance Scorecard** process, with progress against strategic objectives reviewed monthly by the Executive Leadership Team (ELT).

At the project level, SPS requirements will be integrated into project planning and delivery processes through 3 key stages:

1. Risk and opportunities assessment (pre-acquisition)

At pre-acquisition we carry out a risks and opportunities assessment to identify climate, nature, social and reputational risks associated with acquiring a new site.

2. Detailed site analysis

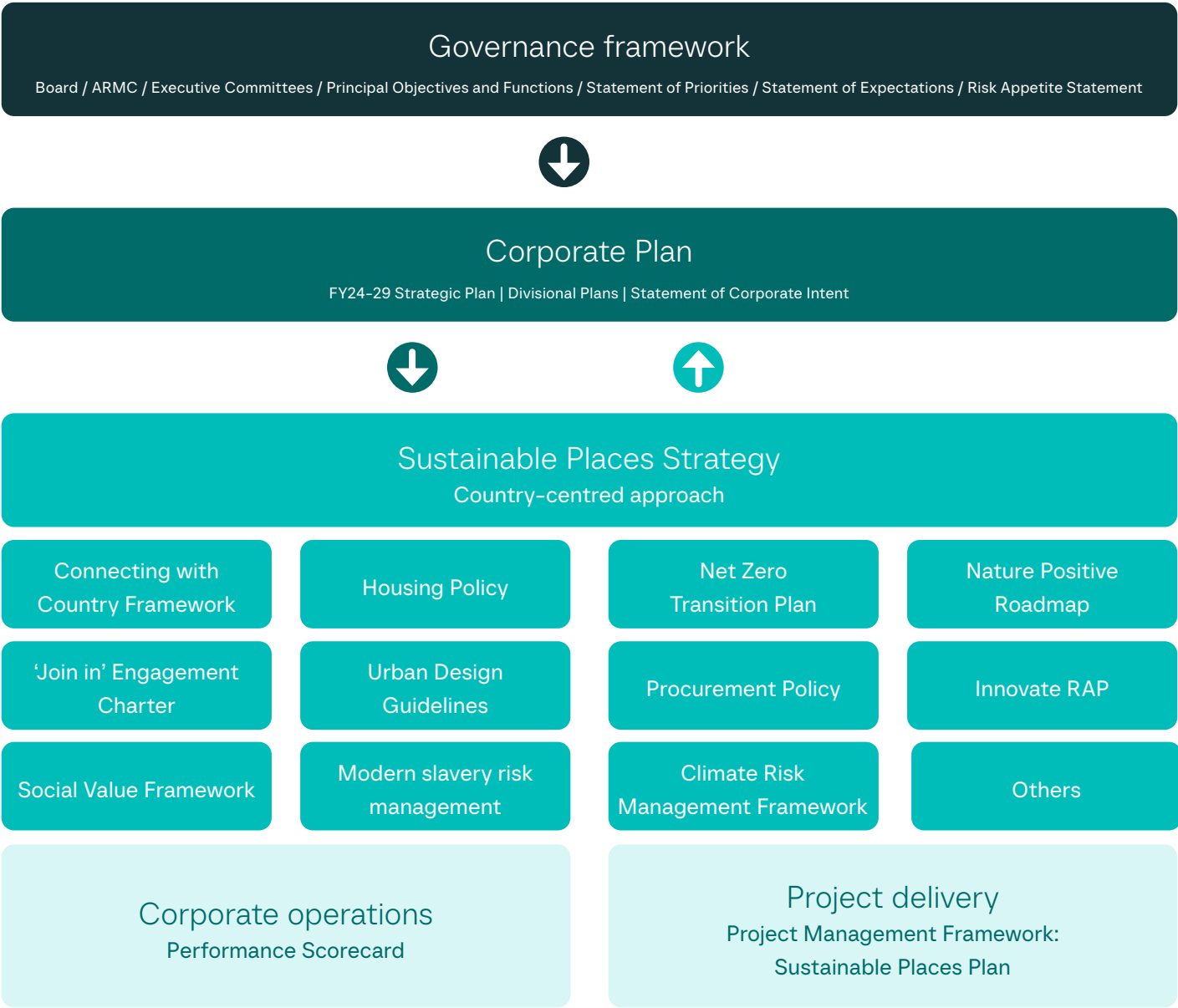
Following acquisition, we will conduct a more detailed sustainability needs analysis, identify risks, opportunities and actions to mitigate impacts. This is done through a multi-disciplinary workshop that identifies a broad range of risks and opportunities for each new site. From this workshop, we will develop a detailed **Sustainable Places Plan (SPP)** is developed that guides the delivery teams on how the SPS targets and objectives will be realised, within the approved budget envelope. The SPP establishes both the minimum standards and place-responsive targets informed by the risk assessment, needs analysis and the project vision.

3. Project delivery

As projects progress from visioning through concept planning and detailed design, SPS requirements will be refined, with more detail added to the SPP. The SPP serves as the primary delivery framework for achieving SPS outcomes and targets. It clearly defines the actions, responsibilities and governance required to deliver agreed sustainability objectives. This streamlined approach enables projects to focus on the most meaningful sustainability, social and community outcomes for specific site and context.

Through the project life cycle, if substantive changes are proposed to the budget or project outcomes, a report will be prepared for decision via the Landcom Investment Committee process.

Figure 2: Integration with corporate governance



Areas of focus

The new SPS builds on an already significant body of sustainability work Landcom has delivered over many years. Based on what matters most to our business and the communities we serve, this updated SPS focuses on delivering:

- **A clearer, enterprise-wide approach**, that considers social, environmental, and economic outcomes as well as Landcom's expanded role into built form delivery (Modern Methods of Construction, Build to Rent and Affordable Housing).
- Strengthening the way we apply **Connecting with Country** principles throughout project planning and delivery, and fostering enduring relationships with Aboriginal communities.
- **Housing and place outcomes**. Delivering well-designed neighbourhoods that increase housing diversity and support strong social outcomes – creating greater long-term value.
- **Integration of the Net Zero Transition Plan**, including carbon budgets, scope-based emissions management and mandatory climate related financial risk disclosures.
- **A strengthened focus on nature and biodiversity**, including the intention to create an enterprise-wide Nature Positive Roadmap, integrated with our decarbonisation and net zero approach.
- **Formal adoption of a Social Value Framework**, providing a consistent way to define, deliver and measure social outcomes across projects and corporate activities.
- **Clearer minimum standards and targets**, tailored to different project types while maintaining a consistent accountability framework.
- **Improved measurement, data quality, and reporting**, reducing ambiguity and supporting transparent reporting disclosures.
- **Removal of legacy language and targets** that no longer reflect best practice or Landcom's current delivery model.



Context and alignment

The SPS is aligned with key government priorities and global objectives that support long-term community wellbeing and economic resilience. International, national and state based standards and reporting mechanisms are continuing to evolve. As they do, we will continue to review our approach and align our reporting with the best available mechanisms that support positive and verifiable outcomes in the delivery of the SPS. This includes alignment with the **NSW Government's Net Zero Plan**, the **NSW Performance and Wellbeing Framework** and the **United Nations Sustainable Development Goals**, ensuring that Landcom's activities contribute to broader state, national and global initiatives.

The SPS is also designed to support clear, consistent and credible reporting. It aligns with recognised frameworks that guide climate, nature and sustainability disclosure, including **climate- and nature-related financial disclosure frameworks**, **International Sustainability Standards Board (ISSB) Standards**, the **TCorp NSW Sustainability Bond Framework** and established greenhouse gas accounting and sustainability reporting standards. It also reflects the internationally recognised **Greenhouse Gas Protocol** and **Global Reporting Initiative**. This alignment supports transparency, comparability and confidence for government, investors and the community.





01

People



Creating places that strengthen community connection and belonging, addressing barriers to affordability, inclusion and wellbeing.



What does success look like?

We want people to feel welcome, safe and connected in the places we create. Barriers to affordability, inclusion and wellbeing are addressed, and neighbourhoods are designed to support people of all ages, backgrounds and abilities. Our communities are deliberately designed to enable strong connections to transport, local employment opportunities, nature, services and each other. Prioritise the use of local suppliers in the delivery of our projects, to support local economies. We measure what's important and focus on creating cohesive, measurable social value.

Issue

Climate change and the transition to a low carbon economy disproportionately affects disadvantaged communities, including women, children and people on lower incomes. These communities are also often impacted by increasing economic inequality and reduced access to affordable housing, essential services, green space and economic opportunities.

At a time when we need to come together to address global issues of climate change and economic inequality, we are even more disconnected from each other. University of Sydney research (Lim, M., & Smith, B.) (4 August 2025) identified that 43% of young Australians (15-25) report feeling lonely, and the NSW Mental Health Commission identified loneliness as a major wellbeing issue across the state. While Landcom delivers significant community benefit through its projects, we can do more to foster connections between people and the places we are creating – collaborating with our communities to deliver the types of homes and communities they need to thrive.



Actions

- Understand and address the needs of our communities through quality engagement that is early, ongoing and meaningful, helping Landcom shape project vision, design and delivery outcomes.
- Develop and embed a Social Value Framework to provide a consistent approach to identifying, delivering and measuring social outcomes across our projects.
- Analyse social and demographic data to understand the needs of our communities now and into the future.
- Increase the use of local and small to medium enterprise (SME) suppliers in our supply chains to support local economic participation.
- Incorporate climate resilient design measures into the places we create – supporting connected, cool and resilient places.
- Explore the diversity of housing options that can improve economic security for diverse and vulnerable communities.

02

Planet



Protecting and regenerating nature to create resilient, liveable communities.



What does success look like?

We are working to reduce our emissions, use our resources wisely and respect nature. Our goal is to create communities that tread more lightly on the earth and allow nature to thrive with people. We see nature as an active partner in building resilience, helping communities adapt to our changing climate.

Issue

The World Economic Forum identifies extreme weather events, biodiversity loss and ecosystem collapse and critical changes to Earth systems as the most significant risks to the global economy over the coming decade. Current development practices place pressure on natural systems through land clearing, resource extraction and carbon-intensive construction practices. More frequent and severe extreme weather events, urban heat, flooding and ecological degradation are undermining the long-term resilience and liveability of places.

There is also a growing recognition that development often fails to value and integrate the knowledge, stewardship and connection to Country held by First Nations peoples. Connecting with Country approaches are frequently sidelined in favour of short-term commercial considerations, limiting opportunities to deliver more sustainable, regenerative and culturally appropriate outcomes for both people and the environment.

Together, these challenges highlight the need for a fundamental shift in how housing and communities are delivered. Designing places that reduce our environmental impacts, restore natural systems and support community connections with the places we create.



Actions

- Strengthen the way we apply **Connecting with Country** principles throughout project planning and delivery, and aim to foster enduring relationships with Aboriginal communities.
- Develop a Nature Positive Road Map that prioritises regenerative practices and embeds nature-based solutions into project delivery, integrating nature outcomes with our net zero ambitions.
- Carry out a risks and opportunities assessment for all new projects to identify mitigation and adaptation actions needed to address climate change, nature and biodiversity loss and community resilience.
- Incorporate all mitigation and adaptation actions identified in the risk and opportunities assessment into project plans and delivery budgets via project-specific Sustainable Places Plans.
- Pilot the use of carbon intensity budgets to continue to reduce the total emissions generated for every square meter of housing provided.

03

Prosperity



Creating lasting value for communities and local economies.



What does success look like?

Through our investment in housing, we are committed to uplifting the communities in which we work. We will collaborate with local suppliers and the construction industry, to build meaningful career pathways and support the economic transition to a lower carbon economy.

Issue

Rising construction costs, climate and nature risks and cost of living pressures and economic inequality can undermine long-term housing affordability. We need to better leverage our investment to help reduce household costs, strengthen local economies and support the transition to a low carbon economy.

Actions

- Ensure Landcom communities are fully electric to future proof against fossil fuel transition.
- Reduce household cost of living through high-performing, resilient homes aligned with insurer and mortgage lender requirements.
- Use data driven tools (e.g. carbon modelling) to inform design decisions and reduce long-term costs.
- Use Landcom's procurement activities and supply chains to create social value, prioritising diverse and local suppliers, apprenticeships and the use of sustainable materials and building practices.
- Implement our Modern Slavery Risk Management Plan and report against State and Federal legislation requirements. Understanding the construction industry's supply chain vulnerability to modern slavery.

Performance



Embedding sustainability into decision-making, governance, delivery and accountability.



What does success look like?

Landcom is a trusted source of information on climate, social value and climate resilience in the delivery of housing. We measure our progress, share our results and continually improve how we work. We do this by partnering with trusted stakeholders, using evidence and data to drive our decisions and monitor our performance. We share our areas for improvement as well as our successes.

Issue

Sustainability obligations and reporting requirements are becoming more complex, particularly for climate and nature. To maintain trust and credibility, Landcom needs clear governance, high quality data collection and management and transparent reporting that supports sound decision making and continuous improvement.

Actions

- Embed the SPS plan in our Corporate Strategic Plan, governance and decision-making processes and aligned with our enterprise-wide strategic direction.
- Publish annual Sustainability Report on climate, nature, social value, affordability and governance metrics.
- Publish and maintain a Net Zero Transition Plan and Basis of Preparation outlining data assumptions and methodologies.
- Pilot programs that improve data automation, quality, governance and reporting.
- Embed sustainability criteria into all major decision-making processes, procurement frameworks and governance structures.
- Align our reporting to global standards including the United Nations Sustainable Development Goals, International Sustainability Standards Board (ISSB) Standards, Global Reporting Initiative and Greenhouse Gas Protocol.
- Invest in research and development to test new ideas and share learnings, improving outcomes for our communities and the building industry.

Project delivery cycle



Site investigation

Pre-acquisition due diligence:

- context analysis (landform, natural systems, etc)
- climate and nature risks and opportunities assessment
- stakeholder and social risk assessment
- risk mitigation and adaptation actions identified
- due diligence reports to the Investment Committee and Board.



Project inception

Multi-stakeholder handover meeting considering:

- project and site characteristics
- review of site constraints and opportunities
- planning pathways
- design consultant advice from Design & Place
- community, stakeholder and social needs
- biodiversity and nature opportunities and constraints.



Place strategy & vision

Incorporating:

- SPS outcomes and targets
- Connecting with Country engagement
- community engagement
- urban design
- design response to risks and opportunities
- strategic procurement approach
- social value opportunities
- climate change and resilience response
- Sustainable Places Plan embedded into Project Plans.



Concept/master plan

- Design & Place input
- Landcom Design Review Panel feedback
- Green Star pathway confirmed
- nature positive baseline and strategy established
- carbon analysis and budget established
- SPP outcomes embedded into concept and masterplan.

The Sustainable Places Strategy is embedded across our project delivery cycle, ensuring SPS outcomes are integrated, measured and delivered. At project inception, a multi-stakeholder workshop defines the vision, targets and desired outcomes for each project. These are documented in a Sustainable Places Plan, which is used to guide, monitor and report on the delivery of the SPS throughout the project life cycle.



Planning pathway

- SPS requirements embedded into statutory approvals.



Detailed design

- SPP parameters embedded in design
- life cycle carbon modelling (upfront and embodied carbon)
- procurement strategy embedded with delivery partners.



Construction

- project teams work with suppliers and delivery partners to embed SPP requirements in delivery program
- low carbon materials procurement
- rebate program for home owners developed.



Keys in doors

- Connecting with Country place-activation
- SPS welcome pack
- ongoing community placemaking.



Divestment and operations

- SPP targets and outcomes embedded into divestment contracts or
- ongoing performance and reporting requirements built into operation and maintenance contracts.

Actions and measurement metrics

The Sustainable Places Strategy (FY27–30) outcomes and actions are embedded across Landcom’s activities and projects throughout the asset life cycle, from pre-acquisition due diligence through to planning, design, delivery, operations and divestment. Delivery of the SPS is an enterprise-wide responsibility, with success dependent on coordinated action across business units, disciplines and project teams.

These metrics provide a framework for monitoring progress towards SPS outcomes, identifying opportunities for improvement and addressing areas where performance is not meeting expectations. While the metrics are organised into thematic sections, this does not imply ownership of outcomes rests solely with those areas. Sustainability outcomes are achieved through integrated decision-making and collaboration across the organisation.

Recognising the diversity of Landcom’s projects, not every project will be expected to contribute equally to every target or outcome. Each project should seek to maximise sustainability outcomes that are relevant and proportionate to its scale, location, asset type and life cycle stage. Some targets, certifications or initiatives may not be applicable in all circumstances. For example, Green Star certification may not be appropriate for certain projects such as Affordable Housing developments; however, this does not preclude the application of high-quality sustainable design principles and the pursuit of broader SPS objectives.

At project inception, a project-specific Sustainable Places Plan (SPP) is to be prepared to identify how SPS outcomes, targets and actions will be addressed across the project life cycle. All Landcom projects consider:

- community engagement throughout the project life cycle
- place and urban design
- social value outcomes
- strategic procurement to maximise social value through our supply chain
- Net Zero Transition Plan requirements
- Connecting with Country relationships
- climate and nature-related risk mitigation measures
- appropriate certification pathways, including Green Star, NABERS, BASIX and NatHERS, where applicable.

Corporate actions and targets

Division	Team	Measurement metric
Operations & Culture	Business services	FY27 - All Landcom-controlled offices are fully electric or purchase 100% green power. 6-star NABERS Energy rating achieved for all Landcom-controlled office tenancies. FY28-FY30 - By FY28, all Landcom-controlled site buildings have water meters and annual water audits in place. - By FY29, all Landcom fleet and vehicles are fully electric.
	Information Technology	FY27 - Identify and work with AI providers to determine local data centre use that has closed loop water systems and 100% renewable energy generation for Landcom's computing needs. FY28-FY30 - By FY28, Landcom to investigate AI providers sustainability credentials to determine the extent of water and energy use from Landcom's computational and AI use.
	People & Culture	FY27 - FY30 - SPS in-house training integrated into workshop calendar annually (Modern Slavery, Reconciliation Action Plan, Net Zero, Nature and Social Value). - Build internal capability and culture so that corporate and delivery teams can understand and action SPS requirements.

Division	Team	Measurement metric
Operations & Culture	Strategy & Sustainability	FY27 - Deliver a Corporate Climate Risk Assessment, updated every 2 years. - Deliver on Landcom's Innovate Reconciliation Action Plan commitments and maintain a Reconciliation Australia endorsed RAP pathway. - Basis of Preparation methodology for NZTP published annually - Sustainability report published annually. - Modern Slavery Statement and progress against Modern Slavery Risk Management Plan published annually.
		FY28-FY30 By FY28, develop a Nature Positive Roadmap for Landcom that addresses hierarchy of protecting and regenerating nature on Landcom owned and controlled sites.
Finance & Investment	Commercial	FY27 Application of a risk-based approach to modern slavery due diligence, including targeted collaboration with supply chain partners to identify and remediate potential modern slavery risks.
		FY28-FY30 - By FY28, standard SPP requirements embedded into procurement documentation, tenders and contracts. - By FY28, pilot ≥2% of procurement spend with social, Aboriginal or diverse suppliers. Scaling to 5% by 2030. - By FY29, Landcom has partnered with our top 20 suppliers (by spend) to embed greater social value through our procurement and supply chain partnerships.
	Finance	FY27-FY30 Climate Related Financial Disclosures (TPG24-33) published annually.

All projects – minimum requirements for all Landcom-controlled projects

SPS pillar	Outcome area	Measurement metric
Integration of SPS requirements in all projects		FY27 100% of Landcom projects are fully electric with no networked gas. 100% of new Landcom projects have an SPP in place before concept design finalisation. - SPP targets and outcomes reviewed at major project milestones. - Green Star certification minimum requirements agreed and built into SPP and project plan, including targeting a minimum 5-star Green Star Buildings or 5-star Green Star Communities version 2 rating for relevant projects.
		FY28-FY30 By FY28, SPP key indices and targets built into a new Sustainable Places Performance Scorecard.
People	Strategic procurement	FY27 – FY30 - SPS in-house training integrated into workshop calendar annually (Modern Slavery, Reconciliation Action Plan, Net Zero, Nature and Social Value). - Build internal capability and culture so that corporate and delivery teams can understand and action SPS requirements.
	Design and place	FY27 - A project-specific procurement strategy is developed for all large (>100ha sites) to maximise social value in our supply chains and delivery partner activities. FY28-FY30 - By FY29, Programs in place to support women into trades on Landcom projects through our supply chain partners. - By FY28, pilot ≥2% of procurement spend with social, Aboriginal or diverse suppliers through our supply chain partners. Scaling to 5% by 2030. - Deliver 10% Affordable Rental Housing across the portfolio of projects.

SPS pillar	Outcome area	Measurement metric
People	Design and place	FY28-FY30 50% of homes in medium density housing (4 storeys or more) to achieve 'Liveable Housing' Silver rating. - BTR, MMC and Affordable Housing target a minimum 7.5 NatHERS rating. 100% of projects assess heat vulnerability and implement mitigation strategies at concept stage. - Rebate programs are in place to encourage sustainable designs and climate resilient landscaping for homes in Landcom's masterplanned communities. ≤0.25 parking ratio incorporated into project designs where feasible (i.e. where sites have strong public transport and walkability links present beyond site). - By FY28, a minimum of two projects test housing diversity options e.g. compact apartments, rent to buy, co-living, alternative tenures etc.
Planet	Climate resilience	FY27 - Key infrastructure, building assets, networks and systems are designed to respond to all 'high' and 'extreme' risks identified in the risks and opportunities assessments conducted at pre-acquisition. - All new masterplanned communities with identified 'high' or 'extreme' heat risks are to demonstrate a minimum 4-star Cool Suburbs Tool rating version 2. - All risks rated as 'high' or above are integrated into Landcom's project risk registers. - All projects implement mitigation measures including precinct-specific design and/or future operational responses, aiming to reduce residual risks to, or below, a 'Medium' risk rating. 100% of projects assess heat vulnerability and implement mitigation strategies at concept stage. - All masterplanned communities are reviewed to meet Green Star Communities v2 rating. - Precincts to be net-zero ready, with infrastructure for full electrification, and distributed energy systems for large-scale projects. FY28-FY30 - By FY28, all new projects are designed to mitigate projected future climate extremes (beyond minimum compliance).

SPS pillar	Outcome area	Measurement metric
Planet	Connecting with Country	- Country-centered design incorporated into all projects and designed in collaboration with local Aboriginal representatives. - Connecting with Country principles are embedded throughout project planning, design, delivery and stewardship.
Planet	Net Zero Transition Plan	FY27 - A Carbon Management Plan is developed for each masterplanned project in line with our NZTP decarbonisation pathway. - All new Lancom projects target ≥40% reduction in earthworks related carbon emissions from baseline. FY28-FY30 - By FY28, new projects model embodied carbon at concept planning stage. - Construction projects achieve a 20% reduction in upfront carbon emissions from reference case. - BTR and AH base building energy requirements to be supplied by renewable energy. - MMC projects to target ≥40% embodied carbon reduction verses traditional construction benchmark. ≥20% onsite renewable energy generation for masterplanned communities – across the site. - By FY28, pilot a whole-of-project carbon intensity target on 2 new projects. - By FY28, operational emissions are reported as ‘carbon intensity per person’ (in alignment with BASIX methodology), for all new projects. - By FY28 all Landcom-controlled homes and assets are net-zero ready, with rooftop solar, battery storage, high-performance insulation and energy efficient equipment. - By FY30, Communities Operations target a 70% reduction in downstream operational emissions from reference case.

SPS pillar	Outcome area	Measurement metric
Planet	Nature	FY27 - Establish baseline natural asset extent, condition and connectivity at pre-development stage for all new projects. - Prioritise onsite protection to achieve at a minimum no net loss of high value biodiversity, with restoration for residual impacts. - Target ≥80% of homes within 300m of high-quality open space. - Core Built Environment Indicators under the Taskforce on Nature-Related Financial Disclosures (TNFD) are reported annually including: - net change in habitat extent, condition and connectivity - biodiversity net gain (as a %) - post-development land-use intensity (% of site area comprised of natural assets) - nutrient and sediment runoff loads. - Maintain or enhance natural asset extent, with a target of ≥50% retention on average across all Landcom projects. - Stretch target of ≥15% net biodiversity gain on feasible projects. FY28-FY30 - By FY28, develop a Nature Positive Roadmap for Landcom that integrates nature and net zero outcomes for all new projects. - By FY28, pilot NSW Government's updated nature indicators aligned to the NSW Plan for Nature, LEAP (Locate, Evaluate, Assess, Prepare) approach and integrated into a Landcom Nature Positive Roadmap. - By FY29, put a financial value on the ecosystem services provide to projects by nature including at a minimum; urban cooling, air quality, carbon sequestration and flood mitigation. - By FY29, ≥2 pilot projects per year testing low carbon or nature positive approaches. - By FY29, NSW Treasury-aligned in-house calculator to be completed for all new masterplanned communities (Valuing Green Infrastructure Economic Framework).

SPS pillar	Outcome area	Measurement metric
Planet	Circular economy	FY27 - All projects achieve 95% diversion of waste from landfill in construction. ≥80% operational waste is diverted from landfill from Landcom owned assets.
		FY28-FY30 - By FY28, establish a baseline percent of civil construction waste materials re-used and/or recycled (excluding earthworks) - By FY28, establish target percent of earthworks waste materials re-used and/or recycled (by weight). - By FY28, pilot reporting on precinct-scale circularity performance for at least 2 project sites. - By FY29, pilot project analysing Landcom project data to establish new waste intensity targets (kg/m² GFA) for reduced waste generation across all Landcom-controlled construction. - By FY29, ≥30% reduction in construction waste per m² GFA for MMC projects. - By FY28, social and community infrastructure on masterplanned communities designed to allow resource sharing (car/bike share, tool library etc) in line with sharing-economy principles.
Planet	Water	- Percent of stormwater overflows retained, reused and/or treated on-site are aligned to TNFD requirements. - Percent (and kL) of precinct water demand supplied by alternative water supplies (non-potable or recycled water) (Green Star and NSW Government Sustainability Procurement Guide aligned). ≥45% potable water reduction vs BASIX baseline on Landcom owned assets. - Sub metering installed for major end uses (apartments/amenities/irrigation).

SPS pillar	Outcome area	Measurement metric
Prosperity	Support the economic uplift of the communities in which Landcom operates	• Pilot a 'local jobs' approach on 2 projects by FY27, with intent to scale across the portfolio. • By FY28, 100% of projects identifying local procurement and job opportunities within our supply chain, with targets for each project written into the SPP. Targets to identify increased job opportunities for local, Aboriginal, SME and diverse suppliers, with Landcom spend reported annually. • By FY29, establish target project spend directed to local and diverse suppliers. • BTR, Affordable and Key Worker Housing to be modelled for household energy bills $\geq 25\%$ lower than BASIX baseline. • Target ≥ 5 new long-term local roles created through Landcom's MMC program. • Carry out a pilot program to provide reduced insurance and mortgage premiums for residents in Landcom communities where climate mitigation and adaptation design and operational performance improvements have been incorporated.
Performance	Measure project performance against SPS requirements	FY27 • SPP developed for all new projects. • Measurement metrics for all projects tracked and reviewed monthly with project teams. • Progress against the SPS reported annually by all projects. • Progress against the NZTP reported annually. FY28-FY30 • By FY28, key SPS metrics built into Performance Scorecard and reviewed monthly by ELT. • By FY28, work with Community Housing Provider partners to measure household energy bills and map against pre-build modelling. • Live energy, water and waste monitoring incorporated into the design of BTR assets. • By FY28, measure and report on carbon and natural asset related risks and financial benefits for masterplanned communities. • By FY28, incorporate valuations of ecosystem services provision into the financial modelling of masterplanned sites.



