



# Innovate Reconciliation Action Plan

**July 2021 – June 2023**



# Acknowledgement of Country

Frasers Property acknowledges the Traditional Custodians of the land on which our business operates. We pay our respects to Aboriginal and Torres Strait Islanders Elders past, present and future.

## Our vision for reconciliation

Frasers Property acknowledges that we play a significant role in the evolution of the urban landscape, and with that comes a responsibility to respect and actively engage with the Traditional Owners of the land on which we develop.

Our vision for Reconciliation is to build the capacity of our peoples to develop real, long-lasting and inclusive relationships, founded in a celebration of culture, to co-develop inclusive opportunities and outcomes with Aboriginal and Torres Strait Islander peoples in our projects.

## Our Focus Areas

Frasers Property has three key focus areas that will guide our decision making and help us achieve our vision. These focus areas will ensure we are supporting and providing opportunities Aboriginal and Torres Strait Islander Peoples in everything that we do.

### 1. Genuine relationship building

- **Engagement:** we acknowledge that the most genuine approach to acknowledging Traditional Owners and improving outcomes is through relationships. Implementing an engagement plan will support us to do this.

### 2. Knowledge

- **Education:** building knowledge through the implementation of our Cultural Awareness Training Strategy, across all parts of our business, with a particular focus on our project teams.
- **Events:** we will mark and celebrate key events and dates including National Reconciliation Week and NAIDOC Week, and throughout the year.

### 3. Partnerships

- **Procurement:** we will provide opportunities for financial participation in the property industry.
- **Partnerships:** we will identify partnerships to create shared value with Aboriginal and Torres Strait Islander peoples and businesses.
- **Projects:** we will strive to build meaningful outcomes on our projects with Aboriginal and Torres Strait Islander peoples, so that reconciliation is a legacy left on our projects long after we're finished.



Reconciliation Australia commends Frasers Property on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Frasers Property continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Frasers Property will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Frasers Property using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Frasers Property to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Frasers Property will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Frasers Property's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Frasers Property on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



# Our business

Our RAP applies across Frasers Property Australia and Frasers Property Industrial's operations in Australia (Frasers Property).

Frasers Property Australia is one of Australia's leading diversified property groups. With a rich heritage dating back to 1924, Frasers Property Australia's activities today cover the development of residential land, housing and apartments, build-to-rent, commercial, retail and mixed-use properties, ownership and management of investment property, incorporating property and asset management services. Frasers Property Australia also owns Real Utilities, a stand-alone business and a licenced Australian energy retailer. Real Utilities owns and manages energy infrastructure within select Frasers Property developments in Australia.

Frasers Property Industrial is a multi-national owner, developer and manager of industrial properties in Australia and Europe. Within Australia, Frasers Property Industrial's portfolio includes logistics facilities, warehouses and production facilities. Frasers Property Industrial has approximately \$9.5 billion of assets under management as at 31st March 2021 with integrated development, asset management and third-party capital management capabilities across the Group's industrial and logistics markets in Australia, Germany, the Netherlands and Austria. Frasers Property Industrial also provides property management services to Frasers Logistics & Commercial Trust.

Frasers Property Limited is a multi-national developer-owner-operator of real estate products and services across the property value chain. Listed on the Main Board of the Singapore Exchange Securities Trading Limited ("SGX-ST") and headquartered in Singapore, the Group has total assets of

approximately S\$39.2 billion as at 31 March 2021. As a multi-national business of scale and diversity, we can bring the right expertise to the table to create value for our customers.

Frasers Property Australia and Frasers Property Industrial's operations in Australia share key resources, including:

- The National RAP Champion, and the RAP Council, drive outcomes that are delivered by both business units.
- Human Resources function, including recruitment and learning & development. As such, policies related to employment and training are consistent across both business units and coordinated by a centralised team, including the Cultural Awareness Training strategy.
- Delivery and Operations function, including those responsible for the development of policies and procedures. While there is no centralised procurement team (across any part of the business), the Delivery and Operations Team contribute to guidelines, policies and procedures related to procurement.
- Corporate offices, meaning that all reconciliation-related events, whether for National Reconciliation Week or NAIDOC Week, are available to all staff across each business unit.
- Communications, meaning that all staff across both business units access and consume the same RAP-related content, via an Australian-wide social media platform.

The business units have their own CEO's and Executive Management Team, projects (new construction) and owned assets (tenanted buildings).



## Our business (continued)

In 2016, Frasers Property launched A Different Way which is how we talk about our vision for a more sustainable future. We've committed our business to creating places where resources are re-used, recycled and restored, to fostering new ideas and undertaking tangible initiatives to help people lead happier and healthier lives. We believe in the value of a diverse and inclusive workplace culture and we work hard to create an environment in which all of our people can reach their full professional potential. In 2021, we continue to deliver on that commitment. Frasers Property's brand is our promise – we are collaborative, respectful, progressive and real. We will be transparent, and we will do what is right.

## About our operations in Australia

Our corporate, development and property management activities are primarily located within the boundaries of Sydney, Melbourne, Brisbane, Perth and Hong Kong. As a truly diversified property company, our staff are employed in development, planning, design, construction, finance, sales and marketing, property and building management and customer service, and in the corporate roles which service the business operations.

We are working hard to develop a culture where staff feel safe to bring their true and whole selves to work every day. In Australia, Frasers Property Industrial and Frasers Property Australia employ approximately 600 people, with three staff members sharing their identity as an Aboriginal and/or Torres Strait Islander person.



## Our RAP



It has been a remarkable journey since we launched our first RAP in June 2018 and being a part of the RAP Council over that time has offered me a unique appreciation for both the opportunities and the responsibilities that exist in working with Aboriginal and Torres Strait Islander communities. Our engagement with the Traditional Owners of the land should always be authentic and genuine, and this is nowhere clearer than on our projects and assets. Initiatives such as the engagement of Balarinji to deliver the beautiful artwork at Burwood Brickworks, the deep connection with the Wathaurong Aboriginal Corporation at Mambourin or the co-design of Deebing Creek have only added value and depth to our business and relationships with the Traditional Owners on the land on which we operate. We acknowledge that Reconciliation is long-term mission and this second Innovate RAP is an important step in that journey. I look forward to being able to look back in ten years' time and to appreciate how much we've achieved, together.

### **Anthony Boyd**

Chief Executive Officer  
Frasers Property Australia



I am proud to present Frasers Property's Innovate Reconciliation Action Plan, which builds on the experience and momentum that we have built with our first RAP, but also acknowledges that there is still work for us to do. Frasers Property Industrial exists to 'Find a Place for the Future'. Our future focussed vision is centred on creating long term sustainable assets that create value for our customers, improve the health and well-being of the people that work there and leave a positive legacy in the communities in which we develop. We also aim to be an employer of choice, which means we are the best place to work, and a focus on equality and providing a safe workplace is pertinent to this. Acknowledging our history is an important step in co-designing this Future and we recognise the Traditional Owners of the land on which we build and operate, and respect their cultures, beliefs and relationships with the land.

### **Reini Otter**

Chief Executive Officer  
Frasers Property Industrial

Undertaking a Reconciliation Action Plan has been important for Frasers Property, and even more so as we continue on our Reconciliation journey through the development of our second Innovate RAP, acknowledging that genuine reconciliation is a long-term commitment that we're proud to be on. Over the last two years, our RAP has facilitated important conversations with Traditional Owners, leading to long-lasting relationships and better outcomes for our communities and our projects.

We acknowledge that we have a shared responsibility and an important role to play in helping to close the considerable health and life expectancy gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Frasers Property are committed to an inclusive and open-minded workplace culture, and it is incredibly important to us that our people feel safe to bring their full selves to work. Through our RAP, we seek to create a culturally safe workplace for Aboriginal and Torres Strait Islander peoples to feel comfortable identifying, if they so wish.

We acknowledge that in our role as a property developer, it is important for us to work with the Traditional Owners of the land, and to commit to actions that are respectful while creating opportunities for Aboriginal and Torres Strait Islander peoples to participate. Embracing our RAP also ensures that we're not only seeking input from Traditional Owners of the land, but that we're collaborating throughout all stages of development. Our RAP also facilitates finding new opportunities to work with and support greater economic empowerment of Aboriginal and Torres Strait Islander peoples through both employment and procurement.

We're proud to celebrate Australia's Aboriginal and Torres Strait Islander heritage and peoples, and to continue on our journey towards Reconciliation.

## Our RAP Council

The purpose of our RAP Council is to govern the development and implementation of a RAP that reflects Frasers Property's business, people and customers. The RAP Council also identifies opportunities to build strong relationships between Frasers Property and Aboriginal and Torres Strait Islander peoples, organisations, communities and businesses, and in respecting and learning about their cultures, lands, waters, histories and rights. Our RAP Council first met in June 2017 to guide the development of our first RAP, and since then we've been on a journey of learning and growth as we walk together to implement our RAP. In meeting quarterly, the RAP Council comes together to discuss the implementation of targets, to share knowledge and experience and to ensure that we're working to meet our vision for Reconciliation.

Frasers Property's RAP Council is made up of an Internal Advisory Panel, which consists of employees within the business, as well as an External Advisory Panel of Aboriginal and Torres Strait Islander advisors. An invitation was sent to all staff providing the opportunity for employees who identify as Aboriginal and/or Torres Strait Islander to join the Internal Advisory Panel, and we're grateful that one of our own employees has joined the Internal Advisory Panel.

## Internal RAP Advisory Panel

- Nicole Gillies: (QLD RAP Champion) Development Manager
- Andres Jonmundsson: Learning and Development Manager
- Olivia Leal-Walker: (National RAP Champion) Advisor - Sustainability & Innovation
- Cameron Leggatt: Executive General Manager Development
- Jenni Maclean: (VIC RAP Champion) Senior Commercial Lawyer
- Ben Pervan: (WA RAP Champion) Development Manager
- Maddison Rogers: (NSW RAP Champion) Development Manager
- Paul Solomon: Planning & Infrastructure Manager
- Nicholle Sparkes: General Manager, Delivery & Operations
- Scott Ullman: (Co-Chair) General Manager Development QLD

## External RAP Advisory Panel

- Morgan Coleman: (Co-Chair) Managing Director, Morgan Coleman Developments
- Robert Lacey: Consultant
- Samantha Rich: Project Design Coordinator, Billard Leece Partnership

## Our RAP Journey

We started Frasers Property's RAP journey in February 2017, and launched our first RAP (Innovate) in June 2018. At this point in, we did not know how many Aboriginal and Torres Strait Islander team members we had contributing to our business and had limited experience of genuinely engaging with Traditional Owners on our projects. We started our first RAP at Innovate, because we had a strong ambition to work together towards Reconciliation and a long history of improving diversity and inclusion outcomes. Our second RAP now is a consolidation piece, to embed these changes into the fabric of our business. This will be a period of integrating our RAP targets into our business as usual operations, leaning into the culture and sustainability work we are already delivering on. As Morgan Coleman, our External RAP Advisory Co-Chair shared, 'we should be proud of what we've achieved. We've clearly learnt a lot. There is a lot of positives to take away from what we've accomplished in the last couple of years. It's a dynamic project, and not one that we will set and forget.' Our RAP isn't about targets, instead, it's a never-ending journey that we're on and we're committed to moving it forward.

## What we have learnt

Our work over the last two years has provided many opportunities for reflection, and indeed, it is an essential part of our learning and growth as we move towards reconciliation.



## Respect

Our staff have been really engaged with significant project milestones and events, such as National Reconciliation Week and NAIDOC Week, and these have played a big part in raising cultural awareness and creating the opportunities to connect with Traditional Owners to generate further relationships. These engagements are incredibly important, however it is essential that we do not stop here if we are to meet our vision for reconciliation. Our business is full of achieving type people on a timeframe – but achieving reconciliation requires consistent effort over time. We're understanding that the journey must be founded in relationships, then respect, and then together you work on creating opportunities.

How we communicate the RAP to our people really matters. In the development of our first RAP, we made the effort to learn from others and to try to distil the quantity of targets to fifty-eight. On reflection, communicating these targets to the business was overwhelming and distracting from real and meaningful engagement with Aboriginal and Torres Strait Islander peoples. Our project teams understand that we have a RAP, but don't necessarily know what they should be doing for their projects. For our second RAP, we are consciously distilling our targets further, to really create focus, provide clear direction for our people. This focus will move us towards Reconciliation outcomes faster and more meaningfully, without diluting our level of aspiration.

We have learnt that Reconciliation doesn't necessarily happen through the RAP Council, but instead happens on Country and on our developments, by the people leading those projects. We have seen some great outcomes, however these haven't necessarily been driven by the RAP (although the RAP sets the ambition for the business and communicates that it is safe and appropriate to push for positive outcomes on projects). That is how we've seen the most progression towards Reconciliation outcomes.

## Relationships

Genuine relationships with Elders and the community have been made on many of our projects, and although there is still opportunity to go deeper on more of our projects, these relationships have been a highlight of our RAP journey to date. While relationships with Traditional Owners are unique to Country and to the community, we learn from each other to understand how to appropriately navigate developing those relationships. Our RAP supports the developing of those relationships as a priority for our business leaders and project delivery teams. We are a risk averse business, and there is uncertainty that comes through key projects, but the investment in quality of relationships goes a long way to work through this.

Our greatest learning is that relationships are about authentic relationship building over time, and that this cannot be rushed. It's about building bespoke, local person-to-person, not business-to-business, relationships. Sharing knowledge within our business has been important, to learn from each other's experiences and to understand how to build long-lasting relationships. The word consistent (i.e. consistent across all projects) isn't the right approach, considering all relationships and communities are different. While learning from each other, rather than consistent, we aim to be persistent. We have learnt to listen and patiently work together to enable better outcomes.

## Opportunities

Through the RAP Barometer survey, through our own experience, and through learning from others, we've identified that Cultural Awareness Training is a precursor to having a culturally safe workplace and to making sure that employment and retention strategies are relevant. Developing our Cultural Awareness Training Strategy was essential and in providing cultural awareness training to all staff, it means that we can be on the same journey, with the same 'why'. We acknowledge that training cannot be a one off, but that it is ongoing. Education is about awareness, but also about empowering our people to do something, and to make the decisions that will increase opportunities for Aboriginal and Torres Strait Islander peoples on every project. Our Cultural Awareness Training Strategy, developed in consultation with the RAP Council, features three levels of training: mandatory foundational training for all staff, project-specific training on Country and leadership training.

A challenge that remains is the engagement of local Aboriginal and Torres Strait Islander property-specific experts, including as an example, an Aboriginal landscape architect in south-east Queensland. Therefore, the opportunity is to support emerging talent within professional roles in the property industry, and even pre-university, through providing training and education opportunities. We have a responsibility to put emphasis on education pathways for roles that can have a broad influence on the design outcomes of a project. This is a long-game approach: by supporting emerging talent, we can foster a pipeline of property experts.





## Case studies

### Deebing Creek, QLD

Frasers Property is sponsoring an Aboriginal community led co-design process for the former Deebing Creek Mission site. This collaborative co-design process is seeking to ensure that this Heritage listed site can incorporate culturally respectful and commemorative uses which play a role in community reconciliation, education and storytelling. Frasers Property engaged the Liworaji Aboriginal Corporation to facilitate this process with support from expert co-design, landscape and architecture consultants. Included in the design team is a young Aboriginal architect, Georgia Birks. The outcomes to date of this design process include:

- a heritage parkland that respects the existing site conditions and seeks to enhance it through revegetation;
- a new community building that will be a hub for community activities and provide a place to share the history of the former Mission site
- Nature play spaces
- Meeting places that are both public and sacred – where Aboriginal culture can be taught and practiced.
- Co-design is a process that brings together stakeholders to combine lived experience and professional expertise to identify and create an outcome or product. The principles that underpin the co-design process and approach are:
- Inclusive – through consideration of all parties involved at all stages
- Respectful – consultation that is respectful to cultural traditions, whilst also enjoyable and productive. All participants are seen as experts and their input is valued and has equal standing
- Participative – an open, empathetic and responsive process where all parties can contribute to discussions and solutions. All participants are responsible for the effectiveness of the process
- Iterative – a design process that continually tests ideas and solutions, with changes made and possibilities trialled as they emerge.
- Outcomes focused – action-focused within planning and delivery that ensures positive outcomes.

### Mambourin, VIC

In June 2018, we established our relationship with the Wathaurong Aboriginal Corporation, initially through booking a Welcome to Country and Smoking Ceremony for the project's public launch event. It was here that the project team met Aunty Judy Dalton-Walsh, Traditional Owner, who later agreed to work with us, on a number of collaborations outlined below:

- Wominjeka “welcome” stairs at the main entrance of the Mambourin Discovery Centre
- Acknowledgement panel within the Mambourin Discovery Centre
- Children's Treasure Hunt and Interpretative Trail within the Mambourin Discovery Centre
- Aboriginal Street Naming within the Town Centre precinct
- Additional Welcome to Country ceremonies for various external stakeholder events
- Recommendations for local Aboriginal and Torres Strait Islander procurement opportunities, including artwork from Altair Gallery (a local Aboriginal business within the City of Wyndham) and Wathaurong Glass on display in the Mambourin Discovery Centre and stationary supplies
- Future Aboriginal and Torres Strait Islander owner procurement opportunities are identified through the Supply Nation database and by recommendation, with project team members having a list of Aboriginal owned local businesses by category
- A collaboration between Aunty Judy Dalton-Walsh and the Bush Bus, an outdoor nature based play group, to develop virtual activities for families to share during National Reconciliation Week in May 2020

The Mambourin project team has developed a RAP Project Implementation Plan to support their commitment to continuing reconciliation in detail.

## **Burwood Brickworks, VIC**

Frasers Property engaged Balarinji, a Sydney-based, Aboriginal-owned agency to design public art installations for Burwood Brickworks, the world's most sustainable shopping centre. Founded on authentic engagement with Aboriginal peoples, cultures, art, stories and identity, the team went on a several-month process to integrate cultural history into the project. Balarinji worked with local Wurundjeri, Dja Dja wurrung and Ngurai illum wurrung artist, Mandy Nicholson who developed an artwork concept that was deeply embedded to Place and reflected Wurundjeri culture. In 2020, the artwork installation won the coveted Architectural Design Urban Design and Public Spaces category in the Good Design Awards. Burwood Brickworks site is located in the Kulin Nation, with Mandy's artwork drawing on the traditional lands of the patrilineal Wurundjeri-wilam clan with boundaries extending from the south bank of the Birrarung (Yarra), from Kooyong-koot (Gardiners Creek). The elements of the land connect to each other and each have the commonality of water. The six fundamental elements / layers that make up Wurundjeri Country, are all intrinsically linked and cannot survive without the area – and are what the artwork is based on.

## **Eastern Creek Business Park, NSW**

During excavation at Eastern Creek, tools used by the Traditional Owners of the Darug Nation were re-discovered. Following engagement with the Traditional Owners, we had the honour of re-burying these artefacts and returning them to Country. The Reburial Ceremony was marked with a Welcome to Country by Lana Wedgewood from the Darug Custodian Aboriginal Corporation, who was involved in the archaeology and excavation of the area, as well as sharing of the history of the artefacts and the site with the project team, before re-burying the tools.



# Relationships

Our business would not be possible if it weren't for the real relationships we develop that make us successful. It is important to us that we're in partnership with the Traditional Owners on the land on which we operate, and that the engagement is built on trust, not an agenda. We seek to be more proactive in forming relationships with Aboriginal and Torres Strait Islander peoples and are investing in building genuine, authentic, lasting relationships with community.

## Focus area: Genuine relationship building

Engagement: we acknowledge that the most genuine approach to acknowledging Traditional Owners and improving outcomes is through relationships. Implementing an engagement plan will support us to do this

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Aug 2021	GM Development, QLD
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Sep 2021	GM Development, QLD
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Jun 2022, 2023	National RAP Champion
	RAP Council members to participate in an external NRW event.	27 May- 3 Jun, 2022, 2023	National RAP Champion
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 Jun, 2022, 2023	State RAP Champions
	Organise at least one NRW event each year.	27 May- 3 Jun, 2022, 2023	State RAP Champions
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022, 2023	National RAP Champion
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	Jan 2022, 2023	National RAP Champion
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, through our contract process.	Dec 2022	GM Delivery & Operations
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Dec 2022	State RAP Champions
	At least one project per state is to publicly share culturally significant initiatives to the community.	Sep 2021, 2022	State RAP Champions
	Implement strategies to engage our staff in reconciliation	Jun 2023	National RAP Champion
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Jun 2023	People & Culture Manager
	Continue to implement and communicate Frasers Property's anti-discrimination policy for our organisation.	Jun 2023	People & Culture Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Jun 2023	People & Culture Manager
	Educate senior leaders on the effects of racism	Jun 2023	National RAP Champion

# Respect

Within the property industry, we acknowledge that we build on Country and that our actions have material impact. It is important for our employees to understand the history of the land in which we work and build, so that we can show respect, collaborate and start to mend relationships with Traditional Owners; to heal together.

Education is our corner stone for respect, so that our people have understanding. Through communication, we rejoice in celebrating the identities, languages and cultures of Aboriginal and Torres Strait Islander peoples.

## Focus area: Knowledge

- a. Education: building knowledge through the implementation of our Cultural Awareness Training Strategy, across all parts of our business, with a particular focus on our project teams
- b. Events: we will mark and celebrate key events and dates including National Reconciliation Week and NAIDOC Week, and throughout the year

Action	Deliverable	Timeline	Responsibility
4. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	All staff to participate in foundational cultural learning in line with Frasers Property's Cultural Awareness Training Strategy.	Dec 2021	Learning & Development Manager
	Project teams, RAP Council members and Senior Leadership to participate in relevant learning opportunities in line with Frasers Property's Cultural Awareness Training Strategy.	Dec 2021	Development Directors & National RAP Champion
	Maintain and communicate Frasers Property's Cultural Learning Strategy for our staff	Dec 2022	Learning & Development Manager
5. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, and communicate our cultural protocol document.	Jul 2021	National RAP Champion
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jul 2021	Development Directors
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, including "All Staff" presentations.	Jul 2021	National RAP Champion
6. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Council to participate in an external NAIDOC Week event.	Jul 2021, 2022	National RAP Champion
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Dec 2022	People & Culture Manager
	Promote and encourage participation in external NAIDOC events to all staff.	Jul 2021, 2022	National RAP Champion

# Opportunities

We are committed to enabling employment and opportunities for participation for Aboriginal and Torres Strait Islander peoples and businesses. We will work collaboratively with Aboriginal and Torres Strait Islander peoples to remove the barriers to participation within the workplace and as suppliers, so we benefit from a richer diversity of people and products. As a developer of land and property, we play a key role in designing communities that materially transform the landscape. We have an important opportunity to celebrate our rich cultural heritage through place and learning outcomes in our developments.

## Focus area: Partnerships

- a. Procurement: we will provide opportunities for financial participation in the property industry
- b. Partnerships: we will identify partnerships to create shared value outcomes with Aboriginal and Torres Strait Islander peoples and businesses
- c. Projects: we will strive to build meaningful outcomes on our projects with Aboriginal and Torres Strait Islander peoples, so that reconciliation is a legacy left on our projects long after we're finished

Action	Deliverable	Timeline	Responsibility
7. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Sep 2021, 2022	People & Culture Manager & Learning & Development Manager
	Engage with Aboriginal and Torres Strait Islander staff and stakeholders to consult on the development and implementation of an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Sep 2022	People & Culture Manager & Learning & Development Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jul 2021	Recruitment Team
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2022	People & Culture Manager
	Enhance our recruitment processes (both internal and external) to create pathways to increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Dec 2022	Senior Leadership and Recruitment Team
8. Investigate opportunities to improve industry participation for Aboriginal and Torres Strait Islander peoples	Advocate for an industry-wide scholarship program to support Aboriginal and Torres Strait Islander talent within the property industry, to develop a pipeline of local experts.	Dec 2022	GM Development, QLD
	Pilot an Aboriginal and Torres Strait Islander peoples Participation Plan on both a Frasers Property Australia and Frasers Property Industrial project.	Dec 2022	State GMs

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Sep 2021	GM Delivery & Operations
	Continue Supply Nation membership.	Jul 2021, 2022	National RAP Champion
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Sep 2021	National RAP Champion
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Sep 2022	GM Delivery & Operations
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses, particularly focusing on projects, and on Country.	Dec 2022	GM Delivery & Operations



> Mambourin smoking ceremony, VIC

# Governance

The systems and structures that we put in place ensure that we can meet the objectives of our RAP. At the heart of this sits our RAP Council, who oversee the development of our RAP, guide us to ensure that we meet our commitments and hold us to account. We're transparent and authentic in our reporting of our progress.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Council to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Council, both through the RAP External Advisory Council and through supporting representation on the RAP Internal Advisory Council.	Jul 2021, 2022	National RAP Champion
	Annually review the RAP Council Terms of Reference.	Sep 2021, 2022	National RAP Champion
	Meet at least four times per year to drive and monitor RAP implementation, including at least one in-person meeting per year.	Sep, Dec Mar, Jun, 2021-2023	National RAP Champion
11. Provide appropriate support for effective implementation of RAP commitments.	Engage our senior leaders and other staff in the delivery of RAP commitments.	Sep, Dec Mar, Jun, 2021-2023	National RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jul 2021	National RAP Champion
	Appoint and maintain an internal RAP Champion from senior management.	Jul 2021	Frasers Property Australia & Frasers Property Industrial CEO
	Define resource needs for RAP implementation	Sep 2021, 2022	National RAP Champion
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2021, 2022	National RAP Champion
	Report RAP progress to all staff and senior leaders quarterly.	Sep, Dec Mar, Jun, 2021-2023	National RAP Champion
	Publicly report our RAP achievements, challenges and learnings, annually.	Nov 2021, 2022	National RAP Champion
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	National RAP Champion
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Jun 2022	National RAP Champion



## Artwork

*'People, communities and places'*

Our beautiful RAP artwork was created by Marcus Lee, creative director of Marcus Lee Design.

The design captures the essence of nurturing respectful and trusting relationships with First Nations Peoples – based on authentic and transparent principles of engagement, delivered through projects and business activities nurtured through education and sustainable engagement toward a better shared future. The design celebrates heritage, inclusiveness and diversity and working towards a reconciled Australia. Marcus Lee was born and raised in Darwin, pursued his design education in Adelaide and is now based in Melbourne. With over 30 years design experience, Marcus's driving force is his passion for design excellence. Marcus is a proud Aboriginal descendant of the Karajarri people in the Kimberley region, Western Australia.

## Contact

**Olivia Leal-Walker**

National RAP Champion

Phone: (02) 9767 2620

Email: [Olivia.lealwalker@frasersproperty.com.au](mailto:Olivia.lealwalker@frasersproperty.com.au)

