

FY20 Sustainability Report



Creating more affordable
and sustainable communities



Message from the CEO

Landcom’s international recognition as third in Australia in the 2020 GRESB Real Estate Assessment demonstrates our ongoing success and commitment to sustainability.

Through the adoption of our Sustainable Places Strategy into the business, we have effectively repositioned Landcom as a leader in delivering more affordable and sustainable communities for the people of NSW.

Our FY20 results show we are well on the way to achieving our goals. This year Landcom was again recognised as a global sustainability leader achieving third place in Australia amongst residential developers in the GRESB.

Landcom has also adopted reporting against the Task Force on Climate-related Financial Disclosures this year, and we view this as an opportunity to further understand and address the impacts of climate change - while driving an orderly transition to a low carbon economy. To complement this, we have commenced certifying our organisation under the Climate Active Carbon Neutral Standard and are proudly committed to operating as a carbon neutral business.



We continue to uphold our commitments to advancing the Sustainable Development Goals, and as a Participant to the United Nations Global Compact. As early adopters in acting on Modern Slavery, we have also welcomed the Commonwealth Modern Slavery Act 2018 coming into effect this year. We share our response to the Act, and both international frameworks within this report.

I am proud of our ongoing commitment to deliver affordable and sustainable communities. It is through these points of difference that we underpin our future financial success and enduring benefits for the people of NSW.

John Brogden AM
CEO, Landcom

Image on Cover: Tallawong Plant Library



Our Sustainable Places Strategy



Climate Resilient Places



Healthy & Inclusive Places



Productive Places



Accountable & Collaborative Places

Landcom's FY20 reporting period has included many significant milestones, including our first Modern Slavery Statement and disclosures against the Task Force on Climate-related Financial Disclosures, and registering to become a Climate Active Carbon Neutral organisation.

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

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

FY20 Highlights



Registered for Climate Active Carbon Neutral Standard certification to become a carbon neutral organisation



Ranked as third most sustainable developer in Australia, and within top 12% globally in the GRESB



United Nations Global Compact Participant



Adopted the Task Force on Climate-related Financial Disclosures



First claims on \$15,000 Sustainability Rebate at Macarthur Heighz enable sustainable and affordable living



Engaged our suppliers on modern slavery risks via the Property Council Supplier Platform we helped create



About This Report

Our Sustainability Report is an account of our sustainability performance during the 2020 reporting period (FY20), with limited assurance provided by Point Advisory.

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

Our reporting boundaries are explained in the following section.

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

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

Reporting Requirements

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

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

Material Matters

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

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

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

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



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



About This Report continued

Reporting Boundaries

Our Sustainable Places Strategy applies to all new masterplan activity and projects during the FY20 reporting period. As a masterplan developer we use a variety of structures to deliver projects. The key types of project structures that we use are:

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

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

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



The below table summarises which projects are in scope to be reported on for FY20 and are mapped against each pillar of our Sustainable Places Strategy. All projects are within the state of NSW, Australia.

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

Table key

- Y** Refers to projects that are in scope to be reported against for one or more of the targets under the Sustainable Places Strategy.
- N** Refers to where projects are out of scope for all of the targets under a Strategy pillar.
- L** Refers to 'legacy projects'. Legacy projects are those in our portfolio that were substantially delivered prior to the Sustainable Places Strategy being adopted, and are out of scope for reporting, with the exception of waste diversion where we continue to disclose performance, and select Healthy & Inclusive Places or Productive Places targets.

Climate Resilient Places

Healthy & Inclusive Places

Productive Places

Accountable & Collaborative Places

Geography	Asset					Project overview
Corporate	Operations	N	N	Y	Y	Landcom maintains its head office tenancy at Parramatta.
Construction Unit	Dwellings and public buildings	Y	N	N	N	Construction of community centres, facilities and social housing on behalf of Land and Housing Corporation at various sites.
Western Sydney	Edmondson Park (Stages 3, 5 and 9)	Y	Y	Y	N	Owner/Master Developer. Approximately 4,000 new homes, with train station, town centre with retail, business and commercial space, 150ha regional park with cycleways, and two new schools.
	Thornton	N	Y	Y	N	Originally a Department of Defence site. Landcom works are complete with only two lots remaining to sell, and enabled approximately 2,000 homes adjacent to Penrith train station. Mix of detached and attached dwellings, Affordable Housing and apartments. Origin of the 21st Century Terrace.
	Riverstone	N	N	N	N	Project is a RPDA consisting of approximately 1,600 residential lots that were subdivided in 1881, and are currently owned by over 320 landowner groups. Landcom is coordinating the delivery of the project on behalf of the land owners as the authority under the Environmental Planning and Assessment Act (Paper Subdivision) Regulation 2013. The project was in the planning stage through the reporting year with infrastructure works commencing in FY20. Land is now available for sale at the project.
	Glenfield	N	N	N	N	New project announced in FY20, Business Plan yet to be developed. The initial land use planning allows for approximately 3,500 homes adjacent to the Hurlstone Agricultural High School.



Geography	Asset					Project overview
Western Sydney	Macarthur Heights	L	Y	Y	N	RPDA with Western Sydney University, adjacent to the Western Sydney University campus. Located within walking distance from Macarthur Train Station and Macarthur Square shopping centre, with over 950 residential lots. Includes 42ha of parklands plus sporting fields.
	Macarthur Gardens North	Y	Y	Y	N	Owner/Master Developer. Adjacent to the Macarthur Heights community, the project has a direct connection to Macarthur Train Station through Bow Bowing Creek. This site is in the planning phase and is registered for a Green Star Communities rating.
	Oran Park	L	Y	Y	N	RPDA with Greenfields Development Company. Once complete the precinct will provide 6,500 homes, a town centre, new schools, a smart work hub, retirement village and integrated primary care centre.
	Airds (Newbrook)	L	N	Y	N	RPDA with NSW Land and Housing Corporation. Long term rejuvenation of the Airds Bradbury public housing area, transforming the existing 1,500 lot public housing estate into a masterplanned community of approximately 2,100 homes.
	Bonnyrigg (Newleaf)	L	Y	Y	N	RPDA with NSW Land and Housing Corporation. Long term rejuvenation of the Airds Bradbury public housing area, transforming the existing 1,500 lot public housing estate into a masterplanned community of approximately 2,100 homes.
	Claymore (Hillcroft)	L	Y	Y	N	RPDA with NSW Land and Housing Corporation to revitalize approximately 1,150 homes at Claymore public housing estate. When complete, Hillcroft will include new housing, parks, playgrounds and community facilities.
North West	Sydney Metro North West Places	Y	Y	Y	N	RPDA with Sydney Metro covering Tallawong, Kellyville, Bella Vista, Norwest, Showground, Castle Hill, Cherrybrook and Epping stations. Each site is located along the metro line. While Sydney Metro delivers the infrastructure and new stations, Landcom will deliver the communities surrounding each station. During the reporting period, the Tallawong and Showground Precincts exchanged sales contracts.
	Schofields	N	N	N	N	New project announced in FY20. Business Plan yet to be developed. The 4ha site will yield approximately 143 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.



Geography	Asset					Project overview
Other	Green Square Town Centre (Sydney CBD)	L	Y	Y	N	PDA with Mirvac to provide high density, inner urban living within the City of Sydney Local Government Area.
	Lachlan's Line ¹ (Macquarie)	L	N	Y	N	Owner/Master Developer of an inner urban high-density community adjacent to the North Ryde train station. During the reporting period, two superlots were tendered for sale but have not been finalised.
	Renwick (Southern Highlands)	L	Y	Y	N	RPDA with Family and Community Services. Renwick is a 117ha masterplanned community, located about 2.5km north of Mittagong in the Southern Highlands. It has potential to yield around 600 residential lots, ranging in size from 300m ² 'cottage lots' to 4,000m ² 'acre lots'.
	Fennell Bay (Lake Macquarie)	N	N	N	N	New project for FY20, Business Plan yet to be developed. The site is a strategic development in the Lake Macquarie City Council Local Government Area. Previously a mine site, it is undergoing rezoning to residential use yielding approximately 520 lots over a development area of 40ha with a biodiversity conservation zone of approximately 200ha.
	Queenscliff (Northern Beaches)	N	N	N	N	New project announced in FY20, Business Plan yet to be developed. The 4,000m ² site used to be a NSW Department of Health Community Health Centre located in North Manly. Through adaptive re-use, the project aims to deliver over 32 units with 10% Affordable Housing to be managed by a Community Housing Provider.
Completed Projects	Wentworth Point	N	Y	N	N	RPDA with Roads and Maritime Services to deliver public open space. We closed out the RPDA during FY20 with Landcom's role completed.

¹ While Lachlan's Line is a legacy project and has not undergone any masterplanning during the reporting year we are considering it in-scope as we will be able to influence the sustainability outcomes in line with the new Sustainable Place Strategy through the development of the remaining stages.



Climate Resilient Places

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

Leadership Goal

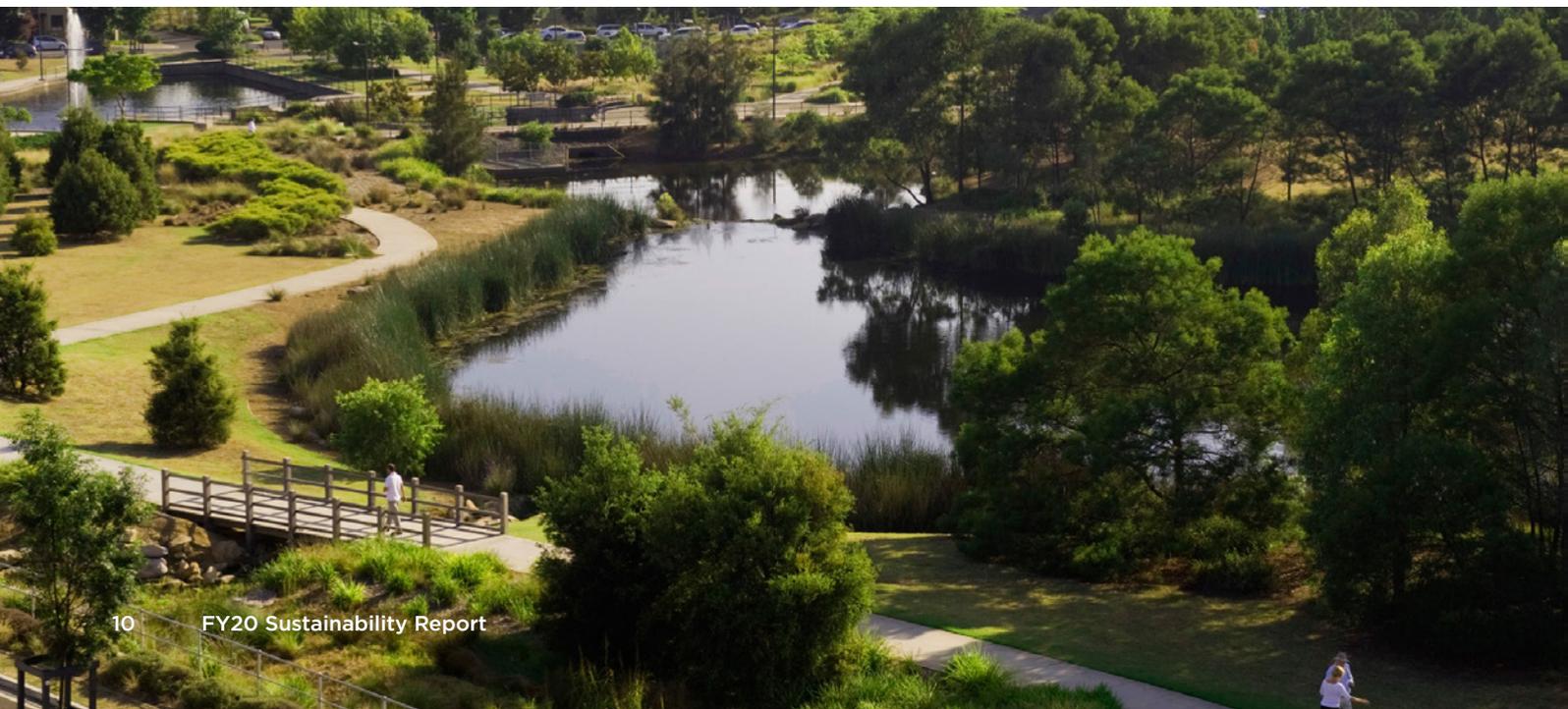
Objective

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

Target

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

Relevant Sustainable Development Goals





Climate Resilient Places Pillar Overview

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

This leadership goal was developed to reflect Landcom's contribution towards the Paris Agreements² long-term goal of keeping the increase in global average temperature well below 2°C, the United Nations Sustainable Development Goals³, and reducing the impact of shocks and stresses to communities and infrastructure as identified by Resilient Sydney⁴ (part of the Rockefeller Foundation 100 Resilient Cities Program), such as extreme weather and water crises.

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

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

Landcom addresses environmental sustainability through the following focus areas:

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

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

Management Approach

Energy & Emissions and Water

Every Landcom project is unique and requires a bespoke approach to environmental sustainability. We use the sustainability modelling tool PRECINX⁵ to identify opportunities for performance improvement across our *Energy & Emissions and Water* targets.

Our approach to *Energy & Emissions* includes influencing the reduction of greenhouse gas (GHG) emissions (stationary and transport) at a precinct scale across our communities and influencing the onsite production of renewable energy. We approach *Water* in a similar way, by looking at the reduction of potable water use across a precinct and identifying opportunities for recycling and reuse.

We also set ourselves targets to limit stormwater discharge pollutant loads from our sites. This minimises downstream water quality impacts in the communities we develop. Urban stormwater modelling software such as MUSIC⁶ is used to measure pollutant loads across our projects.

To see our FY20 performance for *Energy & Emissions*, see [Energy & Emissions Performance Results](#) (p. 17), or for *Water* see [Water Performance Results](#) (p. 23).

2 What is the Paris Agreement? (2018) <https://unfccc.int/process-and-meetings/the-paris-agreement/what-is-the-paris-agreement>

3 United Nations Sustainable Development Goals (2018) <https://www.un.org/sustainabledevelopment/sustainable-development-goals/> for our full alignment to the Sustainable Development Goals see APPENDIX D: Sustainable Development Goals Alignment

4 Resilient Sydney, Preliminary Resilience Assessment (2016) <https://www.100resilientcities.org/cities/sydney/>

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

6 MUSIC Overview (2018) <https://ewater.org.au/products/music/music-overview/>



Environmental Management

Landcom is committed to adopting independent third-party rating tools and certifications or exceeding regulatory requirements. We believe it is important to have independent verification of our sustainability performance. This is aligned to our targets for *Environmental Management*. Our preferred rating tools are outlined below.⁷

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

For our FY20 activities related to *Environmental Management*, see [Environmental Management Performance Results](#) (p. 20).

Climate & Resilience

Landcom’s approach to *Climate & Resilience* includes understanding our physical and transition risks to climate change and its impacts, ensuring our communities are adaptable to change, addressing known risks such as urban heat island,⁸ and maintaining our commitment to enhancing local biodiversity and ecology.

During FY18 Landcom built its internal capacity for assessing asset exposure to physical climate change risks. This included adopting a risk assessment framework, Resilience-In-Design checklist, prompting project teams to consider common climate risks during the early phases of a project’s design, and completing community resilience plans⁹ designed to enhance the resilience of our communities in the way they live day to day.

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

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

We are already taking steps to address known physical risks immediately, which includes reducing the effects of urban heat island across our new communities. As one of Sydney’s most significant climate-related risks, early design interventions that address urban heat reduction are essential in the creation of new communities. We also continue to invest in research to address urban heat, including through Landcom funded Roundtable projects (see [Research Investment](#), p. 44).

7 In some instances Landcom may also agree to use other rating tools in lieu of, or in addition to, those outlined. This is at Landcom’s discretion.
8 Urban Heat Island Effect (2018) <http://www.cityofsydney.nsw.gov.au/vision/towards-2030/sustainability/carbon-reduction/urban-heat-island>
9 Eligible assets include those that have been assessed for climate change risks



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

For our FY20 performance against our Climate & Resilience targets, see [Climate & Resilience Performance Results](#), p. 14).

Waste & Materials

Landcom's environmental leadership goal for 2028 includes enabling zero waste communities. To do this we are advocating for responsible use of resources, and diversion from landfill. Landcom has long held a waste diversion from landfill target, which is maintained in our Sustainable Places Strategy.

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

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

For our FY20 performance results against our *Waste & Materials* targets, see [Waste & Materials Performance Results](#) (p. 22).

Our Future Priorities

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

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

In FY20 we progressed investigations into how Landcom can positively influence air quality within the areas we operate, and a strategy for this, including actions and targets, is currently in development. As part of our FY19 materiality review, air quality became a material for Landcom as part of Natural Capital Protection & Management. As we finalise our approach to addressing air quality, we will update our management approach.

We continued to support research at the Centre for Smart Modern Construction to develop methodologies for estimating embodied carbon in construction supply chains. We see a future for tools such as this which will help us to track actual embodied carbon through the delivery of our community infrastructure and civil works.



Climate & Resilience Performance Results

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

FY20 Targets and Performance

The below table outlines our FY20 performance against our Climate & Resilience Targets.

Indicator	Objective	Target	FY19 Performance	FY20 Performance
Climate & Resilience	To respect, conserve and regenerate our natural environment and embed adaptation and resilience into all precincts, and expand community awareness.	All new projects to undertake a Climate Resilience Assessment	7 out of 9 complete	9 out of 9 complete ¹⁰
		All new projects prepare and implement an effective Climate Adaptation and Community Resilience Plan	7 out of 9 complete	9 out of 9 complete
		All new projects enhance the local habitat, biodiversity or ecological communities, compared to the site conditions pre-acquisition or pre-masterplan (Landcom Biodiversity Calculator)	67% make a positive contribution	71% make a positive contribution
		Total project site area in plan view comprised of building or landscape elements that reduce the impact of urban heat island effect Greenfield Projects: 50% project site area Renewal or High Density Projects: 20-50% project site area (calculation in accordance with Green Star Communities)	100% of projects in scope achieved	100% of projects in scope achieved

Climate Change Risk and Community Resilience

In FY20 Landcom continued to collaborate with consulting firm AECOM to enhance our current project portfolio’s resilience to climate-related risks, and increase our internal capacity to ensure all future projects are resilient.

We complete climate change resilience assessments for all new projects. We use a consistent pro forma to assess Landcom projects, which was developed in 2018 in line with Intergovernmental Panel on Climate Change Fifth Assessment Report (IPCC AR5) climate projections for 2030 and 2090.¹¹ We also use our Resilience-in-Design checklist to guide informed decision making for projects during the concept design of a development.

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

¹⁰ Climate Resilience Assessments and Climate Adaptation and Community Resilience Plans for the initial New Projects are now complete. We will be reviewing our approach to resilience targets in FY21.

¹¹ What is the IPCC AR5 Assessment Report? <https://www.ipcc.ch/report/ar5/>



All new projects identified as in scope at the commencement of the Sustainable Places Strategy now have completed Climate Resilience Assessments and Climate Adaptation & Community Resilience Plans, bringing us into full attainment of these targets.¹²

In FY20 several new projects were announced, which also have completed or scheduled assessments, including Fennell Bay, Glenfield and Queenscliff. As our Schofields project is in proximity to the SMNW Places Tallawong precinct it will leverage that site's climate risk assessment.

"Extreme risk" of extreme heat is common to almost all Landcom sites, which is consistent with the top risks to Sydney identified by Resilient Sydney.¹³ This finding confirms the importance of Landcom's priority to reduce or mitigate the effects of urban heat island and build community resilience to heat at all new projects. Bushfire is also a consistent risk across Landcom's project portfolio.

Urban Heat Island Reduction

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

Three new projects are in scope for our *Urban Heat Island Reduction* target in FY20, including Tallawong, Hills Showground and Macarthur Gardens North. Macarthur Gardens North is achieving the target through the retention of bushland on the site. Tallawong and Hills Showground were sold¹⁴ to the private sector with conditions of sale to deliver on these targets. All other new projects announced during the year remain out of scope as they progress through the masterplan phase, and we are aiming to achieve our UHI target.

Biodiversity

FY20 is the third year Landcom will report the contribution we make to biodiversity and ecological systems. To support the business in measuring this, in 2018 we developed our Biodiversity Calculator based on the Green Building Council of Australia's change in ecological value calculator provided in Green Star tools.

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

¹² Draft assessment for SMNW Places Cherrybrook precinct completed in FY20. To be finalised in conjunction with any requirements of the State Significant Precinct Study Requirements in FY21. For the purposes of reporting this precinct is deemed to have achieved the targets.

¹³ City of Sydney Resilient Sydney (2018) <http://www.cityofsydney.nsw.gov.au/vision/towards-2030/resilient-sydney>

¹⁴ Contract of Sale has been exchanged, the sites have not settled.



The scale provided by the calculator is as follows:

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

We acknowledge that land development and retention of biodiversity are sometimes at odds. Despite our best efforts to retain existing flora and fauna at all our sites, sometimes this is not possible. However, we do aim to always have a net positive outcome at our projects. Some methods we may use include biodiversity offsets,¹⁵ and restoration works such as improving eroded riparian corridors to full health.

Projects in scope for FY20 include precincts within the SMNW Places program,¹⁶ Macarthur Gardens North and Edmondson Park, of which 71% are currently making a net positive biodiversity contribution. Overall 23.86ha of biodiversity will be protected and restored by National Parks, local councils or other entities aligned with legislative guidelines.

Edmondson Park and Macarthur Gardens North will reduce the overall area of onsite biodiversity from pre-development to post-development, but return net positive outcomes due to the preservation of significant good quality habitat.

At each of these projects native habitat offsets will be employed to manage the reduction in habitat area.

The remaining sites assessed form part of the SMNW Places program. Each site is co-located with a metro station being delivered by Transport for NSW (TFNSW). TFNSW is also the land owner of these projects, and Landcom has been appointed as the master developer for the surrounding communities. Of these, Kellyville and Bella Vista will reduce the overall onsite area of biodiversity, however return a net positive outcome. Conversely, Epping is forecast to contribute a very good (net positive) change in biodiversity value, as the site design doubles the available biodiversity area compared to pre-development. Tallawong and Hills Showground have a poor (net negative) change in biodiversity. As Landcom is not the landowner of the SMNW Places sites, management of biodiversity offsets and other approvals is beyond our operational control, and is undertaken by TFNSW. Landcom will continue to review opportunities to elevate the performance of SMNW Places sites through project divestment and delivery strategies.

At each of these projects native habitat offsets will be employed to manage any reduction in habitat area.

¹⁵ Through schemes such as the [NSW Office of Environment and Heritage Biodiversity Offset Scheme](#) and [BioBanking Trust](#).

¹⁶ Tallawong, Kellyville, Bella Vista, Hills Showground and Epping



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.

FY20 Targets and Performance

Indicator	Objective	Target	FY19 Performance	FY20 Performance
Energy & Emissions	To conserve energy and drive energy efficient, low carbon, low emissions precincts for the future.	All new projects modelled to reduce Green House Gas (GHG) emissions at a precinct scale (transport & stationary) by 50% against 2016 reference case (CCAP PRECINX).		Committed: 13% portfolio weighted reduction
			Forecast: 40% portfolio weighted reduction	Forecast: 49% portfolio weighted reduction
				Committed: 100%
			Forecast: 100%	Forecast: 100%
	5% of predicted precinct energy demand supplied from onsite renewable energy, where site constraints permit.			

Greenhouse Gas Emissions Reduction

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

In FY20 Tallawong and Hills Showground were sold to the private sector with conditions of sale to deliver on these targets. As contracts have exchanged, however not settled, we have articulated performance results for these as ‘commitments’. When future development planning approvals are provided by relevant consent authorities for these precincts, and Landcom settles on the projects we will report any shift between the commitments made by the proponents, and the actuals achieved.

Across these two sites, the aggregated emissions reduction agreed via contracts of sale is 13%, compared to the metro average. Both sites are relatively constrained, and dominated by high density residential land uses. In isolation this makes it challenging to attain a 50% emissions reduction, however it should be noted the sites are part of the broader SMNW Places program and as more sites are delivered the aggregated average performance is forecast to significantly improve.

Throughout the reporting period Landcom has also continued to engage with the successful proponent of these sites. Through this engagement process, the developer has been able to elevate the BASIX Energy scores from a building code minimum compliance of 25, to a certified 33 for most apartments at Tallawong. The average NatHERS rating for those apartments is also over 7 Stars.

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



GHG Emissions Reductions against 2016 Sydney Metro Average



Figure 1 Predicted GHG emissions reductions from Landcom project portfolio, against FY16 baseline, modelled using PRECINX. Results show our 'New' projects which are in scope for reporting during FY20, and for completeness our 'Legacy' projects, which are out of scope for reporting.

New projects, or individual precincts within ongoing projects currently in the planning and design stages are also in scope for FY20 reporting.¹⁷ Forecast results include SMNW Places precincts of Kellyville, Bella Vista and Epping precincts, and Edmondson Park with a weighted average GHG emissions reduction of 49%¹⁸ (see Figure 1).

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

Over the past year we have dedicated significant effort to improving how high-density projects can respond to emissions reductions. Overall, accounting for commitments made in exchanged projects, and those which remain in our forecast, the comparison represents a 13% improvement.

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

Our Emission Sources Comparison

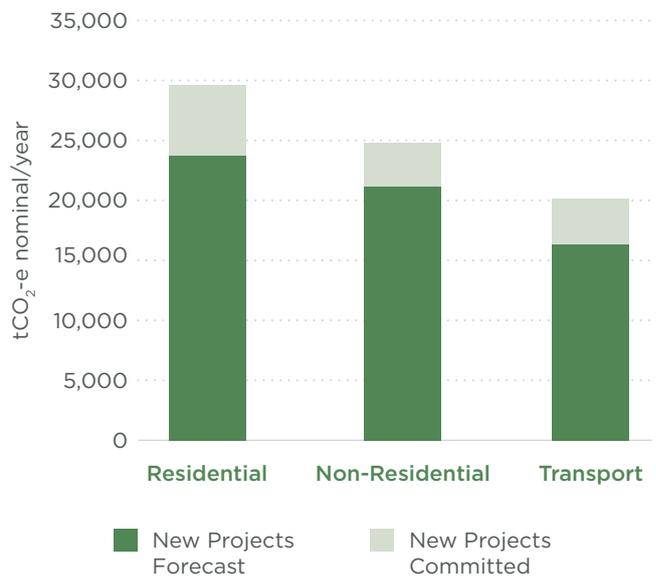


Figure 2 Emissions sources breakdown across current projects

¹⁷ Performance is based on projected performance for all new Landcom projects, until such time as the delivery or divestment strategy for each project is confirmed. At this time, results will become 'actuals'.

¹⁸ Reduction from the reference case. Landcom chooses to use its PRECINX tool for modelling potable water and Greenhouse Gas emission reductions. 2016 reference case is defined as the normalised relevant metropolitan average applied to a masterplan.



While our emissions target is designed to address new projects, in FY20 we sought to make a meaningful impact at projects that have already moved through the planning and design phase. In FY19 we launched Landcom's first Sustainability Rebate at Macarthur Heights, incentivising residents to build sustainable new homes.

The rebate is designed to be a market-based lever to lower emissions and improve the cost of living in established communities, while driving sales (see Case Study: Sustainability Rebate below). In FY20 we saw the first claim against this rebate and look forward to seeing ongoing uptake as new homes become eligible during their construction process.

Onsite Renewable Energy

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

In FY20 Landcom had two projects in scope for reporting the inclusion of onsite renewable energy, including Tallawong and Hills Showground. Both projects were sold to the private sector with conditions of sale to deliver on this target.

CASE STUDY

Sustainability Rebate

Toward the end of FY19 Landcom launched its first Sustainability Rebate to home buyers at Macarthur Heights, and in FY20 we saw the first claims for this Rebate. This is a new incentive to encourage greater sustainability and resilience of new homes in Landcom communities.

With the first sustainability rebate paid during FY20, we have a further eight rebate submissions being reviewed at the time of reporting and another 41 buyers in Stage 4 of the project. All prospective buyers at Macarthur Heights Stage 5 are eligible for the rebate, which is currently selling with settlements and completions expected in FY21.

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

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

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

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

A key consideration was to ensure the Sustainability Rebate was beneficial to new owner occupiers and renters that may choose to live in a new home within a Landcom community. Enhancing the quality and efficiency of a home improves its overall value — benefiting owner occupiers and investors. As the rebate also enables operational cost savings for the life of the home, it ensures renters derive value too. To claim the Rebate buyers must present their BASIX Certificate to Landcom showing they have met or exceeded the minimum score set by Landcom. BASIX Certificates are required by the Department of Planning and Environment and form part of existing development consent and occupancy certification requirements at the completion of a home build, so there is minimal cost impost for our customers to claim the Rebate. Through this process, we are one step closer to our net-zero carbon leadership Goal, encouraging low carbon homes. The first BASIX certificate claimed for the rebate achieved an energy score of 92 and a water score of 40.

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



Environmental Management Performance Results

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

FY20 Targets and Performance

Our FY20 performance results are presented below. All Environmental Management targets were in scope for reporting.

Indicator	Objective	Target	FY19 performance	FY20 Performance
Environmental Management	To maintain and enhance a culture of high environmental performance.	All projects will adopt the use of industry recognised rating tools at a masterplan and built form scale, achieving not less than 'Australian Best Practice' equivalent (Green Star preferred)	Out of scope (Legacy project Green Square awarded 6 Star Green Star Communities rating).	100% of in scope projects achieved
		NABERS: Office, Hotel & Retail - Commitment Agreement or designed to 5 Star Energy and Water	Out of scope	100% of in scope projects achieved
		BASIX energy: Detached & Semi - 60; Low-Rise - 55; Mid-Rise - 45; High-Rise - 40	Out of scope — no certificates approved with dwellings completed in the reporting period.	0% of in scope projects achieved
		BASIX water: all dwellings - 60		

Green Star Certification

Green Star, administered by the Green Building Council of Australia, is Landcom's preferred independent and voluntary rating tool for precincts and built form. Landcom is committed to achieving 'Australian Best Practice, 5 Star Green Star' project certifications for all new projects.¹⁹

In FY20 Landcom registered Macarthur Gardens North to pursue a Green Star Communities rating, targeting not less than a 5 Star rating. We anticipate sharing our certified results in the coming reporting year. In addition, SMNW Places precincts Tallawong and Hills Showground were sold to the private sector, and included conditions of sale to achieve this target.

NABERS Certification

Landcom adopts the National Australian Built Environment Rating System (NABERS)²⁰ as its preferred independent and voluntary rating system to validate the operational sustainability of eligible non-residential built form. NABERS measures a building's operational energy efficiency, carbon emissions, water consumption and waste production on an annual basis, and awards a star rating out of six.

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

¹⁹ In some instances, Landcom may seek to use, or require the use of, the Green Star Design & As-Built rating tool.

²⁰ What is NABERS? (2018) <https://www.nabers.gov.au/about/what-nabers>



Landcom had two projects in scope within the reporting period. This included two SMNW Places precincts Tallawong and Hills Showground which were sold to the private sector, and included conditions of sale to achieve this target.

BASIX Certification

We measure the energy and water efficiency of homes built by Landcom in accordance with the *Environment and Planning Assessment Act* Building Sustainability Index (BASIX).²¹ BASIX is administered by the Department of Planning, Industry and Environment (DPIE), applies to residential developments, and aims to deliver equitable, effective water and greenhouse gas emission reductions across NSW.

BASIX targets are calculated as a percentage of savings against the NSW average benchmarks (being the average per-person water consumption and greenhouse gas emissions levels across the state). These percentage savings are then expressed as a target, i.e. BASIX 50 represents a 50% saving against the benchmark. BASIX assesses a proposed dwelling based on these benchmarks, and takes into account regional variations such as soil type, climate, rainfall and evaporation rates.²²

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

In FY20 we had two SMNW Places precincts in scope, including Tallawong and Hills Showground. Both sites were tendered to market with Landcom’s BASIX targets requested for achievement. Unfortunately we were unsuccessful in negotiating agreement to deliver on Landcom’s targets. However, since the exchange of contracts the successful proponent has demonstrated a willingness to collaborate and achieve higher than compliance BASIX performance. When future development planning approvals are provided by relevant consent authorities for these precincts, and Landcom settles on the projects, we will report any shift between the commitments made by the proponents, and the actuals achieved.

Average BASIX Energy scores for committed new projects

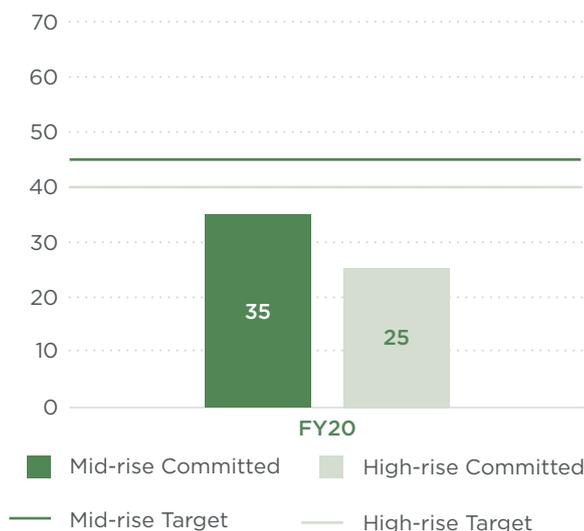


Figure 3 Average BASIX Energy scores committed for Tallawong and Hills Showground, currently under exchanged contracts. Only mid-rise and high-rise developments were in scope in the reporting year.

Average BASIX Water scores for committed new projects

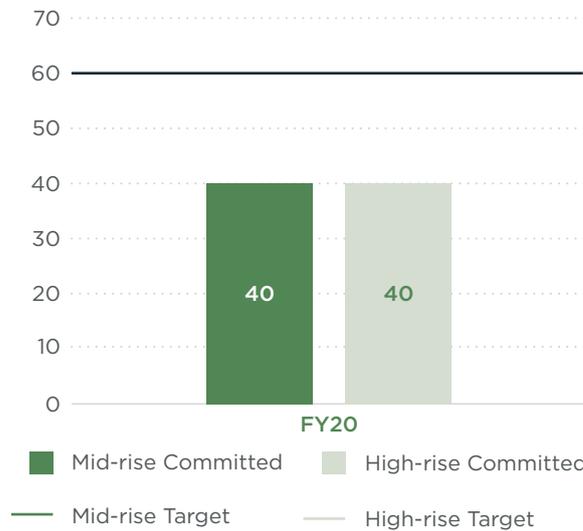


Figure 4 Average BASIX Water scores committed for Tallawong and Hills Showground, currently under exchanged contracts. Only mid-rise and high-rise developments were in scope in the reporting year.

²¹ What is BASIX? <https://www.planningportal.nsw.gov.au/planning-tools/basix>
²² <https://www.basix.nsw.gov.au/iframe/basix-help-notes/190-target-review/481-what-are-basix-points.html>



Waste & Materials Performance Results

Landcom’s Sustainable Places Strategy addresses *Waste & 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.

FY20 Targets and Performance

The below table outlines our FY20 performance against our Waste & Materials Targets.

Indicator	Objective	Target	FY19 Performance	FY20 Performance
Waste & Materials	To drive innovation in waste reduction, and further enable the use of responsible resources.	All new projects divert minimum 95% construction waste from landfill (excluding contamination or hazardous materials)	No new projects in scope	100% new projects achieved target
		100% timber sourced for construction (by cost) is Forest Stewardship Council Certified or agreed equivalent (ie Australian Forestry Standards)	No new projects in scope	100% new projects achieved target

Waste

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

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

In FY20 Landcom we had two projects in scope for reporting against our *Waste* diversion target. This included Tallawong and Hills Showground, which were all sold to the private sector with conditions of sale to deliver on this target.

Existing Landcom projects that generated waste in FY20 reported a 97% diversion from landfill. The majority of waste was generated at Airds, Lachlan’s Line and Oran Park, with fill (soil) and virgin excavated natural material (VENM) being the most significant recycled materials. As these projects are operating under contracts that pre-date the adoption of our Sustainable Places Strategy, they are technically out of scope, however we are disclosing their waste diversion attainment in FY20 for completeness.

Consistent and accurate waste reporting remains a challenge across the development industry. In FY19 we commenced the development of an online data collection process for waste to mitigate the need for manual ‘paper’ based workflows. The process being developed is part of the Work Health and Safety reporting portal and is in the testing phase. We anticipate moving to user acceptance testing and roll out in FY21.

Breakdown of Legacy project waste streams diverted from landfill

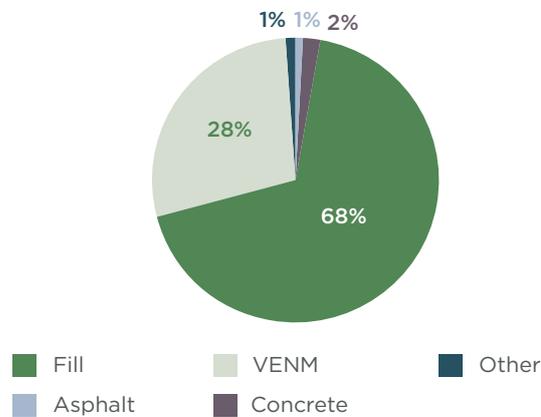


Figure 5 Breakdown of Legacy project waste streams diverted from landfill in FY20.

Materials

In FY20 there were two projects in scope for reporting against our target for 100% Chain-of-Custody Certified timber. This included the SMNW Places precincts Tallawong and Hills Showground, which were all sold to the private sector with conditions of sale to deliver on this target.

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



Water Performance Results

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

FY20 Targets and Performance

The below table outlines our FY20 performance against our Water Targets.

Indicator	Objective	Target	FY19 Performance	FY20 Performance
Water	To design our precincts based on best practice Water Sensitive Urban Design principles, and actively conserve potable water.	Water Sensitive Urban Design strategy for all projects, pollutant discharge loads not to exceed Nitrogen 45, Phosphorus 65, Suspended Solids 85, Gross Pollutants 90	100% in scope projects achieved	100% in scope projects achieved
		All new projects modelled to reduce mains potable water demand by 50% at the precinct scale, against a 2016 reference case (CCAP Precinx)	Forecast: 50% weighted portfolio reduction	Committed: 39% weighted portfolio reduction Forecast: 52% weighted portfolio reduction

Water Sensitive Urban Design

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

In FY20 Macarthur Gardens North, Edmondson Park and SMNW Places precincts of Tallawong, Hills Showground, Kellyville, Bella Vista and Epping were in scope for reporting against our WSUD target. All projects either achieved or exceeded Landcom’s WSUD targets.

The Macarthur Gardens North site includes a riparian and biodiversity corridor that will undergo enhancement works, with a focused WSUD approach.

Potable Water Reduction

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

During the reporting period the SMNW Precincts of Tallawong and Hills Showground achieved a 39% reduction based on commitments in the sale contract. As contracts have exchanged, however not settled, we will be articulating performance results for these as ‘commitments’. When future development planning approvals are provided by relevant consent authorities for these precincts, and Landcom settles on the projects we will report any shift between the commitments made by the proponents, and the actuals achieved. The typical strategies used to achieve the target is to maximize the water harvesting, and adopt higher efficiency appliances and fittings in built form.



We also report our forecast for new projects, and individual precincts within ongoing projects currently in the planning and design stages.²³ Across Landcom projects residential land uses continue to dominate potable water consumption, which is consistent with our operations predominantly as a residential developer (see Figure 6).

Water consumption source

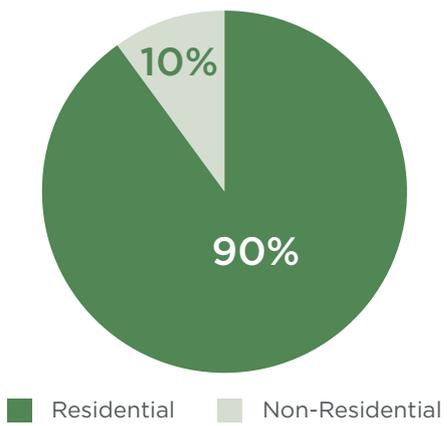


Figure 6 Potable water consumption by source

The weighted average potable water reduction forecast for new projects is 52%²⁴ (see Figure 7) which is in line with FY19. The residential component of our new project portfolio is forecast to achieve 51% potable water reduction (consistent with FY19 forecasts), and non-residential water reductions have improved to 54% reduction from 23% in FY19. This improvement in forecast performance is due to the SMNW Places Bella Vista precinct coming into scope. The site is forecast to achieve full attainment of Landcom’s NABERS water targets across the 150,000m² commercial gross floor area. This assumption is based on successful uptake of Landcom’s NABERS targets at Tallawong and Hills Showground.

New projects without access to recycled water present Landcom with the greatest challenge to meet our targets. Without access to recycled water infrastructure, potable water reductions greater than 50% at the precinct scale become technically challenging, and infrastructure such as private grey and blackwater treatment systems can ultimately have a negative impact on cost of living for our residents. Despite the challenges this presents there are also opportunities for innovative design, partnership and technology solutions.

Potable water consumption reductions against 2016 Sydney Metro average

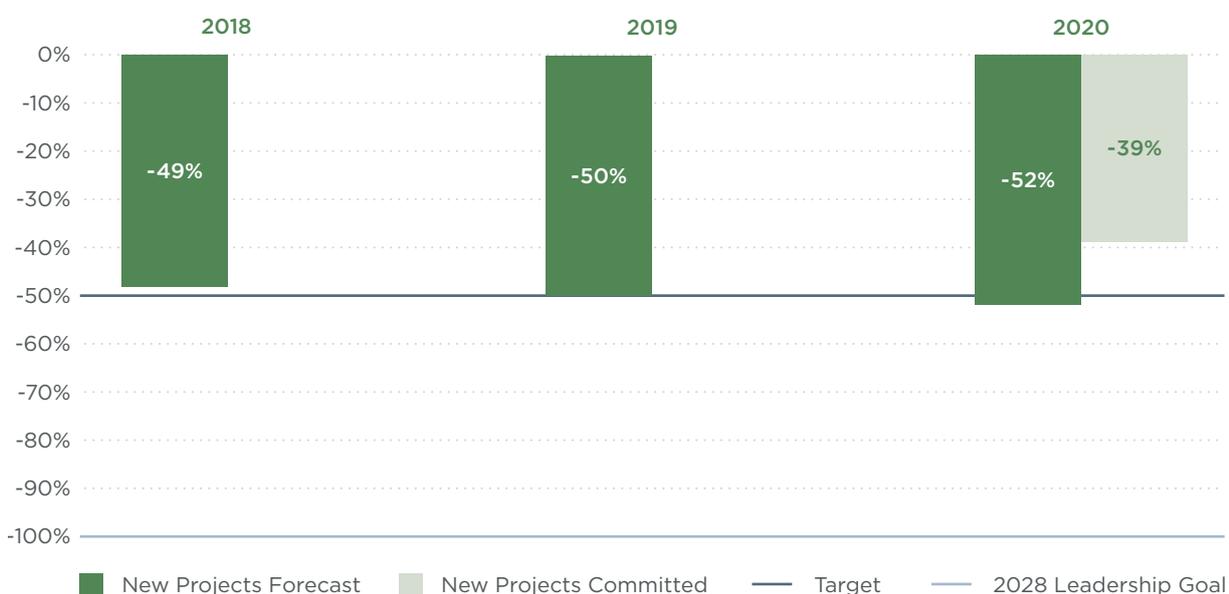


Figure 7 Potable water consumption reduction of Landcom’s project portfolio, modelled using PRECINX. Results show our New projects which are in scope for reporting during FY20, and contractual commitments made for Tallawong and Hills Showground

23 SMNW Places precincts Kellyville, Bella Vista and Epping, Edmondson Park and Macarthur Gardens North.

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



Healthy & Inclusive Places

Skip to:

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

Leadership Goal

Objective

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

Target

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

Residents report overall 90% satisfaction with quality of life.

Relevant Sustainable Development Goals





Healthy & Inclusive Places Pillar Overview

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

This leadership goal was developed to reflect our commitment to meaningfully contribute to the United Nations Sustainable Development Goals,²⁵ and reduce the impact of shocks and stresses to communities and infrastructure, such as social cohesion and affordable housing as identified by Resilient Sydney²⁶ (part of the Rockefeller Foundation 100 Resilient Cities Program).

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

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

Landcom addresses liveability through the following focus areas:

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

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

Management Approach

Health, Equity & Inclusion, Community Connection & Safety

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

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

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

To benchmark Landcom's results against industry standards the survey also incorporates the Personal Wellbeing Index (PWI).²⁷ The PWI is designed to measure satisfaction with quality of life across seven domains: standard of living, health, life achievement, relationships, safety, community-connectedness and future security. Landcom uses resident satisfaction across the core elements of the PWI to measure success against our leadership goal to 'enhance Landcom's international status for delivering world class liveable places, founded on equity, affordability and inclusion by 2036'.

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

²⁵ United Nations Sustainable Development Goals (2018) <https://www.un.org/sustainabledevelopment/sustainable-development-goals/> to see our full alignment to the Sustainable Development Goals see [APPENDIX D: Sustainable Development Goals Alignment](#)

²⁶ Resilient Sydney (2018) <https://www.100resilientcities.org/cities/sydney/>

²⁷ International Wellbeing Group (2013). Personal Wellbeing Index: 5th Edition. Melbourne: Australian Centre on Quality of Life, Deakin University <http://www.acqol.com.au/instruments#measures>



Based on low FY18 performance results against our Community Connection targets we committed to undertake an evaluation of our Community Development and Welcome Program to determine past successes and areas of opportunity. The assessment found Landcom would benefit from an overarching framework to guide the way we approach and deliver community development. A shift to impact reporting would also support consistent evaluation of success and ability to communicate value creation. These recommendations were adopted during the reporting period, however due to the impacts of COVID-19 Landcom made the difficult decision to cancel our Healthy & Inclusive Places survey this year, which is the tool we use to measure success. We look forward to validating the effectiveness of our actions in the coming year.

Housing Diversity & Affordability

Landcom's Housing Affordability & Diversity Policy (FY17-FY20) was adopted to drive the delivery of diverse, affordable and accessible homes. The Policy is a clear reflection of Landcom's commitment to create more affordable and sustainable communities.

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

Landcom's Housing Affordability & Diversity Policy requires 5-10% of housing in our projects to be provided as Affordable Rental Housing, owned or management by a CHP. The CHP may build the homes, and will manage eligibility and waiting lists, tenant services and property maintenance.

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

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

For our FY20 performance against our Affordability & Diversity targets, see [Affordability & Diversity Performance Results](#) (p. 33).

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

As part of our management approach all projects are required to present to the DAP at least once per year as they progress through the masterplan and design stages. In addition, active projects that make significant reviews to future stages must also present to the DAP. Landcom's aim is that this robust process will ensure enhanced design outcomes for the communities we deliver.

Landcom's Join In Framework guides our approach to stakeholder engagement. The Framework has been developed in accordance with the International Association for Public Participation (IAP2) guidelines, 'which seeks to promote and improve the practice of public participation or community and stakeholder engagement, incorporating individuals, governments, institutions and other entities that affect the public interest throughout the world'.²⁸

28 International Association for Public Participation Australasia (2018) <https://www.iap2.org.au/Home>



Our approach to engaging stakeholders is underpinned by the following principles:



Collaborative

Working with stakeholders with an interest in delivering positive project outcomes



Purposeful

Planning and resourcing engagement to support project delivery



Proactive

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



Accountable

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



Inclusive

Engaging stakeholders with different needs and interests

For our FY20 performance against our Design through Engagement targets, see [Design through Engagement Performance Results](#) (p. 35).

Our Future Priorities

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

- exploring opportunities to advance innovation in education, health and wellbeing infrastructure
- piloting diverse housing projects to demonstrate innovation (retired - this has become BAU for Landcom and is governed by our housing and diversity policy targets)
- identifying mode-shift opportunities to reduce car dependency in appropriate locations.

Landcom has launched several demonstration projects in FY20 focused on diverse, affordable and innovative housing models. As such, we are retiring this from our future priorities, as it becomes integrated into business as usual.



Health, Equity & Inclusion, Community Connection, & 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.

FY20 Targets and Performance

The below table carries forward Landcom's FY19 performance results into FY20, due to the cancellation of the Healthy & Inclusive Places Survey for this reporting period. Landcom made the decision to carry forward results, rather than report nil performance in FY20, in order to best facilitate ongoing engagement on these important social matters with our staff, communities and industry. In FY20 we adopted a new framework for community development directly targeting increased participation, connection and engagement with our residents. We also continued to focus on establishing partnerships with organisations specialising in health, wellbeing and education. We worked closely with these partners to shift several activities to online offerings, in response to COVID-19.

Indicator	Objective	Target	FY19 performance	FY20 performance
Health, Equity & Inclusion	To deliver healthy and inclusive places founded on equity for people of all ages and abilities	2036 Goal: Residents report overall 90% satisfaction with quality of life.	86%	86%*
		90% residents report high quality public, active and sustainable transport options to key amenities, services, public transport and employment.	83%	83%*
		90% residents report high physical and mental health, reflecting project design, programs or events that encourage active, social and healthy eating lifestyles.	91%	91%*
Community Connection	To nurture wellbeing and connection for all that live, work and recreate in our communities.	90% resident overall satisfaction with the integration of culture and heritage into all new projects.	61%	61%*
		90% resident reported community cohesion across all new projects, by fostering the integration of community networks and facilities into our projects.	66%	66%*
Safety	To drive a culture and priority of safety.	Achieve a culture of safety throughout our organisation and on all Landcom projects, striving to achieve 90% overall community safety score at our projects.	93%	93%*

*FY19 Healthy & Inclusive Places survey results carried forward to FY20



Health, Equity & Inclusion

During the reporting year we continued to focus on rolling out new partnership programs to our communities. We placed a strong emphasis on projects where Landcom partners with Land and Housing Corporation to deliver social and market housing, in order to drive greater equity and access to programs and services. Activities undertaken in FY20 that supported community *Health, Equity and Inclusion* included:

- Live Life Get Active free fitness classes
- heart foundation walking groups
- yoga (online).

In FY21 Landcom will continue to expand these programs across our portfolio.

Community Connection

Activities undertaken in FY20 that supported *Community Connection* and the integration of culture and heritage include:

- star gazing nights in collaboration with Macarthur Astronomy Society
- Tea & Tots, and Playgroup programs
- craft and cooking classes (online)
- gardening workshops (online)
- small scale community events, including seniors afternoon tea, and RUOK event, cinema night and school holiday activities
- art, photography and poetry workshops and events across various communities.

Landcom also supported a local social club at Macarthur Heights to become an incorporated residents' association (see [Case Study: Macarthur Heights Community Group Incorporation](#) on p. 32).

Our historical performance results against Community Connection, which are carried forward in FY20, show lower satisfaction by residents for community cohesion (66%) and the integration of culture and heritage (61%). This is consistent with our independent review of previous community development activities showing low participation and engagement rates in general. In FY20 we adopted a new approach to community development, and look forward to validating its impact over the coming year.

Safety

In FY20 Landcom has carried forward its results from the previous reporting period for *Safety*. In FY19 Residents report high levels of perceived safety (93%) either at home or within their community.

We ask residents to rate their sense of safety from 'very unsafe' to 'very safe' in the following situations:

- at home alone during the day – 99% of residents report feeling safe or very safe
- walking alone within their community during the day – 98% of residents reporting feeling safe or very safe
- at home alone during the evening – 93% of residents report feeling safe or very safe
- walking alone within their community during the evening – 93% of residents report feeling safe or very safe.

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

CASE STUDY

Live Life Get Active at Tallawong

Aligned to our Healthy & Inclusive Places Pillar and targets, the health and wellbeing of residents living in and around the communities we shape, is key for Landcom.

In FY20 we kicked off our partnership with Live Life Get Active and launched this initiative at our new Tallawong pocket park, which is part of the SMNW Places program.

Live Life Get Active is a not for profit charity that aims to enhance people’s health, fitness and happiness by providing free fitness classes to adults, five days a week during school term. Their aim is to address key issues such as obesity, diabetes, and mental health.

The Tallawong camp has grown steadily in membership throughout the year, and now has over 100 members. Each week locals participate in boxing, cross-training and yoga.

Live Life Get Active participants also have access to a member dashboard, which helps track personal data such as lifestyle and activity changes, weight, mood and fitness shifts, and increasing or declining health risk factors. Complementary to this, Landcom evaluates the camp using The Australian Social Values Bank²⁹ tool to assess the social return on investment of this initiative. After one term initial results show the camp has produced a benefit cost ratio of 2.44 for every dollar invested – or \$69,051 of total value compared to the total cost of \$28,350.

The camp has also made a big impact personally to participants noted by one of the regular attendees:

“My local camp has provided me with an opportunity to improve my physical fitness, and in turn my mental health after having my third child. I wasn’t in a financial position to attend a regular gym, having my LLGA camp has been amazing. I love to train outside, and our trainer is fantastic. So good to be able to do this on my way home.” – Talia Merrin



Live Life Get Active Camp in the Tallawong Pocket Park.

²⁹ The values used in these calculations, provided by the Australian Social Value Bank, are owned by Alliance Social Enterprises (www.asvb.com.au). They have been produced by Simetrica, using best practice methodology for policy evaluation. These values are used under Licence #w57Q2Y with expiry date 03/04/2021.



CASE STUDY

Macarthur Heights Community Group Incorporation

In FY20 the Macarthur Heights Social Club reached an important milestone in their history by becoming an incorporated group. Landcom supported the group in their application process and after six months of planning the structure, defining their purpose and working through matching positions to skill sets within the group, they achieved official incorporated status.

The Macarthur Heights Community group (MHCG) has made great progress in setting themselves up for success through creating a new website, a community WhatsApp group and have a defined stakeholder list, communication and action plan.

Registered membership has reached 92 residents, and the group are currently defining how they will continue to add community value while responding to COVID-19 social gathering restrictions.

All of the elected members are positive for the future and are proud of their achievement.

“We are privileged to be a part of the Macarthur Heights Community Group (MHCG). All of us feel connected with an invisible bonding. All of us are volunteers and continuously trying our best to serve the community to make it our HOME.” – Mohammad Alauddin, Secretary, Macarthur Heights Community Group

Landcom is proud to continue to support the group in their future plans for connecting the community. Achieving incorporated status is a great first step for the MHCG in setting up a sustainable entity that will continue to evolve as the community grows.



Members of the MHCG from left: Hasan Pradhan (Treasurer), Neil Bhattarai (Assistant Treasurer), Mustaq Pradhan (Vice-President), Bikram J Thapa (Vice-President), Hugo Pacheco (President), Mohammad Alauddin (Secretary), Md Huq (Joint Secretary)



Affordability & Diversity Performance Results

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

In FY18 we released our Housing Affordability & Diversity Policy to drive the delivery of diverse, affordable and accessible homes. It’s important that housing types and tenures meet local demographic diversity and affordability needs. We must also ensure the housing we deliver to market remains current and reflects the changing needs of communities and household compositions. Landcom will be completing a review of the current Policy, and revisions will be published in FY21.

FY20 Targets and Performance

In FY20 two precincts within the Sydney Metro Northwest Places (SMNW) program were in scope for reporting against Landcom’s Affordability & Diversity targets.

Indicator	Objective	Target	FY19 Performance	FY20 Performance
Affordability & Diversity	Deliver on Landcom’s commitments for affordable, diverse and sustainable homes.	Deliver 5-10% Affordable Housing across the Landcom portfolio	No projects in scope for reporting	100% in scope projects achieved
		20% of medium to high density dwellings within all new projects achieve Liveable Housing Australia Silver Certification (or equivalent)	No projects in scope for reporting	100% in scope projects achieved
		New projects to deliver 10-15% diverse housing	No projects in scope for reporting	100% in scope projects achieved

Affordability and Diversity

The SMNW Places precincts of Tallawong and Hills Showground were in scope for reporting. These precincts were sold to private sector developers with conditions of sale within their contracts to deliver on these targets.



Figure 8 Current and forecast Housing Affordability & Diversity targets based on current and new projects



This year Landcom has actively sought to partner with industry to create opportunities to innovate in housing affordability, and to increase diversity in our projects. Landcom hosted an Affordable Housing industry event in November 2019, attended by 15 Community Housing Providers, National Housing Finance and Investment Corporation, local councils, and peak industry organisations including the Community Housing Industry Association of NSW, Urban Design Institute of Australia to and planning and design firms.

At the event Landcom presented a suite of innovative Affordable Housing approaches including financial modelling and tenure structures and announced a pipeline of affordable and diverse housing projects Landcom is seeking to partner with industry in delivering over the coming years.

In FY20 Landcom is not disclosing any relevant insights from residents regarding affordability or diversity of housing, as our HIPs survey (data source) was deferred to FY21 due to the impacts of COVID-19.

CASE STUDY

Schofields diverse housing

Landcom has developed an innovative and targeted approach to housing affordability. The approach provides a comprehensive and workable solution to the problem of housing affordability for people on low-moderate incomes. It features a range of housing options for people with differing equity and income levels.

Landcom’s mission is to create more affordable and sustainable communities. Our Schofields demonstration project in Western Sydney is a great example of how we are embracing the challenges that limit housing diversity and affordability, and finding innovative solutions to overcome these problems.

The purpose of our Schofields project is to demonstrate that greater housing diversity, with more liveable and green streetscapes, is possible within existing planning controls.

Schofields is focused on providing ‘missing middle’ typologies including a range of low rise and medium density dwellings, such as terraces and manor-homes that are nestled between detached homes and residential apartments. Together this housing diversity creates a ‘patchwork’ of housing options across a community, reflecting the different needs of households through all stages of life.

Schofields will also create liveable and green streets, with the aim of re-inventing the traditional road reserve to mitigate urban heat and create places for informal social interaction and incidental play. This creative design response encourages activity and social interaction, fostering great sense of belonging and community cohesion.



An artists impression of a streetscape in the Schofield's project



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.

FY20 Targets and Performance

Landcom released the Join In Framework in 2018 as part of our commitment to engagement and established its Design Advisory Panel in 2019 to address design excellence.

Indicator	Objective	Target	FY19 Performance	FY20 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 Advisory Panel (or equivalent)	100%	100%
		All new projects to align with the community engagement Join In Framework, aligned to industry best practice for stakeholder engagement practice	100%	100%

Community Engagement

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

Throughout FY20 we continued to embed the Join In framework across the organisation and at our projects, this included preparing up to date communications and engagement strategies for projects, and evaluating our engagement activities. During the reporting period Landcom had ten in scope projects with up to date and fit for purpose communications and engagement strategies in place to reflect Join In.

This included our SMNW Places precincts of Epping, Showground, Kellyville and Bella Vista. At these precincts we are working with local councils and other agencies to plan for growth. We publish regular program updates for interested stakeholders and have provided opportunities for communities to learn about, and provide feedback on, development proposals before seeking approval from consent authorities.

In FY21 we will continue to embed Join In with ongoing evaluation and staff training, with a specific focus on building our capacity for collaborative action with key stakeholders.

Design

During FY20 all projects within our business development portfolio, or active projects undertaking masterplanning or reviewing design and delivery options, presented to the DAP. Within our active project portfolio this included Macarthur Gardens North and precincts within SMNW Places such as Bella Vista, Kellyville and Cherrybrook.

The DAP provides expert review of projects in concept or masterplanning design, with the aim of achieving design excellence. Feedback is often provided for a project team to consider and respond to. The DAP is also kept abreast of design related policy and strategy such as progress against our Sustainable Places Strategy, Housing Affordability & Diversity targets, and key findings from our HIPs survey.



CASE STUDY

Lachlan’s Line Engagement

Our engagement process for the Lachlan’s Line Bridge during the construction phase, was a great example of how Landcom drives best practice engagement and collaboration with stakeholders to achieve the best possible outcome for the community. In this case the objective was to minimise the inconvenience of major road closures on the community.

Purposeful and planned engagement with stakeholders helped to:

- de-risk and pre-empt likely issues that could arise as a result of road closures
- minimise the impact to road users (which included users of the M2 Motorway) by ensuring that the community were informed about traffic changes and diversions
- ensure the community could find information about these changes to help plan their travel
- establish good working relationships with teams from various transport agencies.

We used a wide range of communication channels to share information about the extensive road closures and construction works to a broad audience. Engagement with various transport agencies, ensured that there was a consistent message about road closures across each of the various communications channels. Some examples included media releases, social media campaigns, establishing an 1800 project phone number, letter drops, radio adverts and news stories, and live updates on Live Traffic NSW (coordinated by Transport for NSW). As a result of this engagement, stakeholders received clear and consistent information about Landcom’s works and construction impacts, and were able to account for road closures when making travel plans.



The Lachlan’s Line Bridge at dusk.



Productive Places

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[Productive Places Overview](#) >

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[Innovation Performance Results](#) >

Leadership Goal

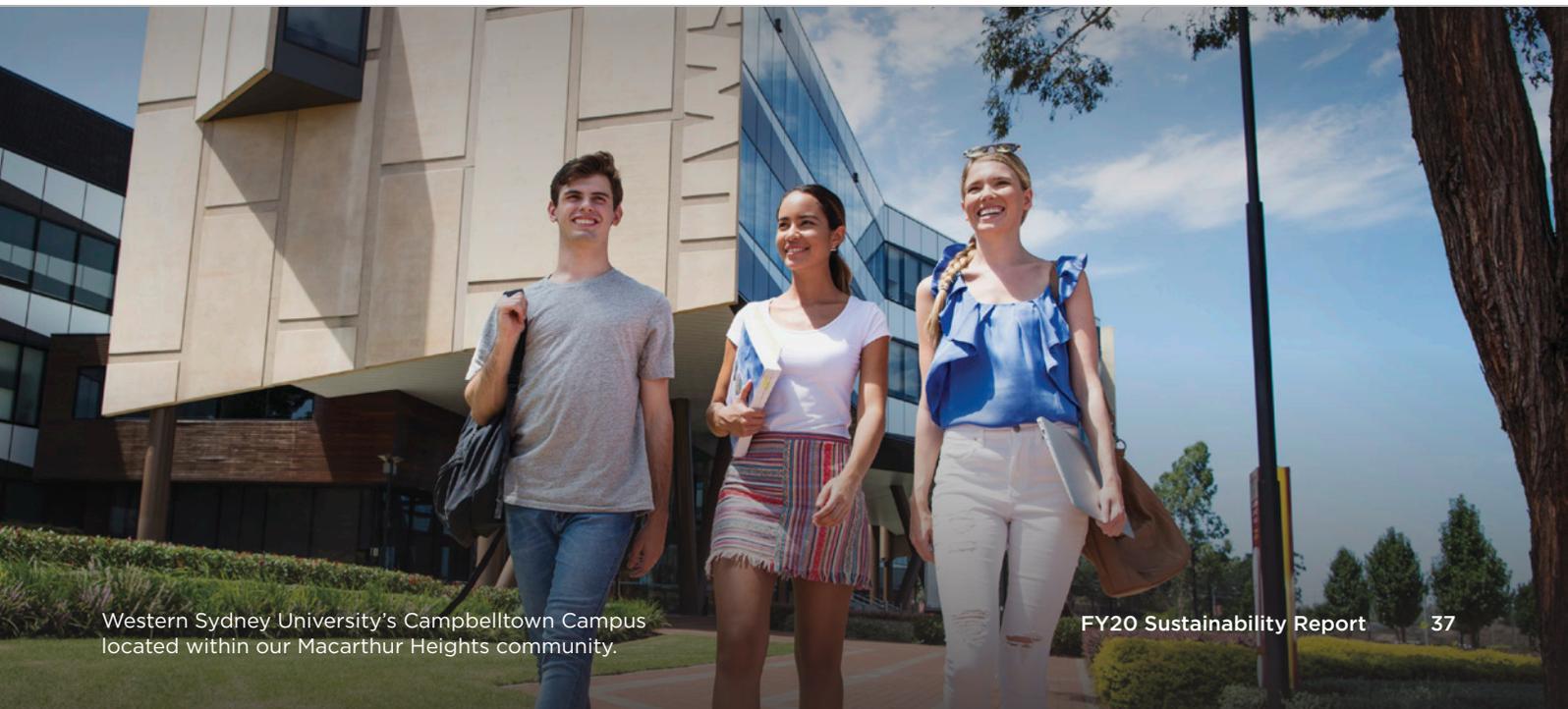
Objective

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

Target

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

Relevant Sustainable Development Goals



Western Sydney University's Campbelltown Campus located within our Macarthur Heights community.



Productive Places Overview

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

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

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

- Training & Employment
- Innovation

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

Management Approach

Training & Employment

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

In FY18 our Economic Development Working Group³⁰ released an approach for overcoming the challenge of consistently and effectively calculating our efforts to enable enduring local jobs. We use proxy employment ratios, developed through detailed research and benchmarking, attributed to various land uses based on m² gross floor area. Examples of land uses included are commercial, retail, industrial, community, cultural, tourism, health services, education, storage, hotel, serviced apartment, student housing and residential. As jobs creation is a long-term goal for Landcom, we report our performance based on the FY actuals, and forecast jobs created for the life of a project. This gives us a clear indication of whether we are on track to meet our 2036 target.

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

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

For Landcom's FY20 performance for enabling jobs and providing local *Training & Employment* outcomes see [Training & Employment Performance Results](#) (p. 41).

³⁰ The Economic Development Working Group was established during our operations as Landcom trading as 'UrbanGrowth NSW'.

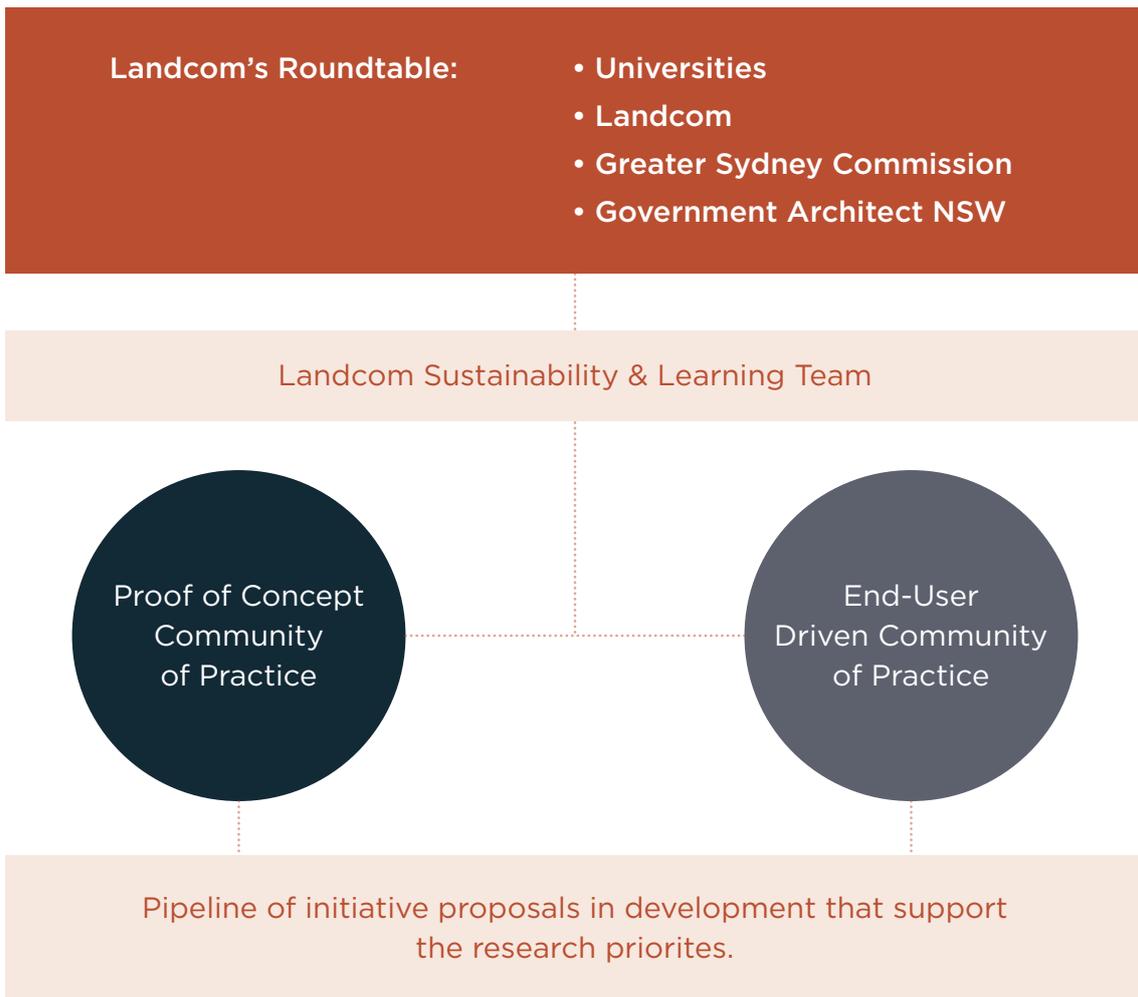


Innovation

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

We invest in collaborative research such as Cooperative Research Centre programs, or via our own Roundtable. Landcom’s Roundtable is a collaboration with other government organisations³¹ and eight leading Australian universities. Comprised of senior representatives from each institution, the Roundtable meets several times a year to review research proposals that advance urban development innovation.

Governance: Landcom’s Roundtable



31 During FY20 government participants included NSW Government Architect, Greater Sydney Commission.



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

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

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

Ultimately, the provision of EV chargers throughout Landcom communities improves resilience, reduce 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. 29).

Our Future Priorities

Our Sustainable Places Strategy identifies a number of initiatives as future opportunities to enhance our Productive Places commitments. We are also retiring several priorities, as they have become part of our business as usual approach which are noted below. This includes:

- adopting a reconciliation action plan
- considering our business approach to staff volunteering
- advancing our approach to driving smart cities and innovation (retired - integrated into BAU)
- collaborating to deliver employment hubs and opportunities across our portfolio (retired - integrated into BAU).

In FY21 we will update our management approach to include the adoption and delivery of a Reconciliation Action Plan. This responds to our new material matter of respecting indigenous culture and heritage. This was forecast for delivery in FY20, however has been delayed due to the impacts of COVID-19.

We have also retired our priority regarding smart cities innovation, as Landcom is now an ongoing collaborator with the Centre for Smart Modern Construction, a member of the Department of Planning, Industry and Environment Circular Economy Working Group, and focuses on innovation via our Roundtable and Green Star certifications.

Landcom is also retiring its priority related to employment hub collaborations, as our partnership with Transport for NSW to deliver the SMNW Places program, and our ongoing focus on enabling enduring jobs across our project portfolio fulfils this remit.



Training & Employment Performance Results

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

FY20 Targets and Performance

In FY20 all targets for reporting against our Training and Employment were in scope. Our results are presented below.

Indicator	Objective	Target	FY19 performance	FY20 performance
Training & Employment	To provide opportunities for skills development, education and employment that will support our communities to thrive.	To contribute to a global innovation economy by enabling 30,000 enduring jobs for the future by 2036	363 cumulative jobs enabled (26,734 projected by 2036)	1,999 cumulative jobs enabled (20,071 projected by 2036)
		Projects to engage and foster education, learning or employment outcomes via actives or initiatives, based on identified needs of the local and regional community	Engaged over 1,500 students across our Skills Exchange, research and excursion programs	Engaged over 800 students across our Skills Exchange, research and excursion programs

Enabling enduring jobs

Landcom is making steady progress to meet our commitment to enable 30,000 enduring jobs by 2036. FY20 in scope projects include remaining stages at Edmondson Park, Lachlan’s Line and Green Square, and new precincts across SMNW Places program, Macarthur Gardens North and Fennell Bay.³²

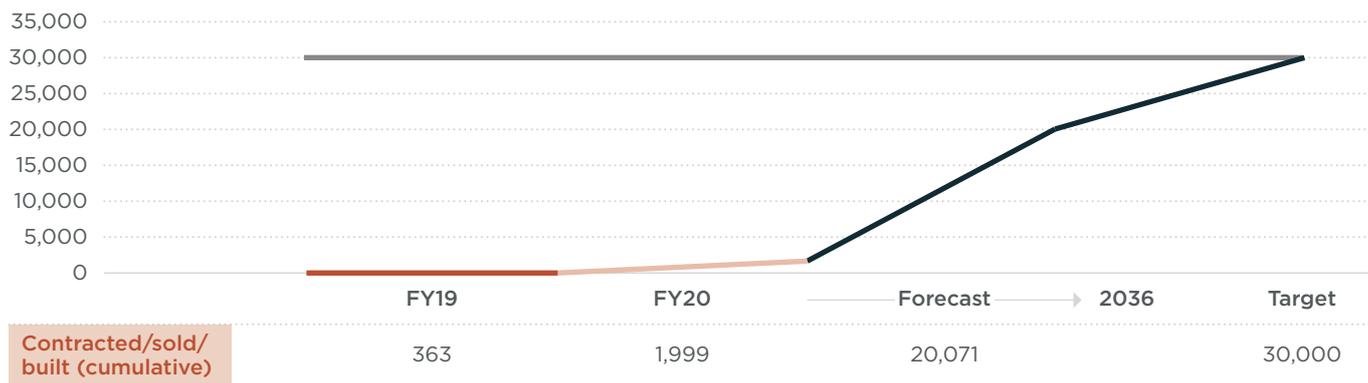


Figure 9 Progress towards achieving our commitment to enable 30,000 enduring jobs is seen to advance more quickly from FY20 onwards. This is due to new projects coming online such as those in the SMNW Places program and also our future pipeline for development.

³² Edmondson Park Stages 3, 5, 6 and 9; all Lachlan’s Line stages excluding North Station and Green Square stages 2, 3 and 4.



The total forecast for jobs enabled by 2023 has decreased between our FY19 and FY20 reporting period, and is attributed to adjusted total commercial gross floor area across the SMNW Places program. These forecasts will continue to be subject to change, while future projects remain in the planning phase and we respond to market demand.

Training & Employment

In FY20 we delivered our Skills Exchange program at our Newleaf community in Bonnyrigg. This is an extension of our Skills Exchange investment that commenced at Airds and Claymore in FY18, and Macarthur Heights in FY19. These communities and surrounding areas have an identified need for employment pathways for young people and the long-term unemployed.³³

In FY20 we had eleven unemployed or disadvantaged students graduate from the Skills Exchange Program, which was a partnership between Landcom, Land and Housing Corporation, TRN (our Principal Civil Contractors for the community), Master Builders Association and the Daystar Foundation.

The students came from areas surrounding our Newleaf community in Bonnyrigg. They participated in a three day training course each week over a six week period to gain certified skills including basic construction, construction health and safety, first aid and traffic management. Following the course, TRN offered positions to five of the graduates to work on the final stage of earthworks for our Bonnyrigg community. The remaining graduates were connected with labour hire companies to help their job search.

We also engaged over 800 secondary and tertiary students throughout the reporting period, as part of our Roundtable research programs, school excursion programs, events and project engagements (see [Innovation Performance Results](#) p. 43). This ranged from guest lectures to bachelor or master’s degree candidates by our senior leaders, through to providing students with access to our assets to learn about real world development practices.

CASE STUDY

Collaborative Urban Teaching Platform

Universities and governments are increasingly encouraged to work collaboratively on large-scale urban development projects. Landcom fosters this engagement through research and student engagement activities under the Landcom Roundtable Agreement. One such initiative is the Collaborative Urban Teaching Platform (CUTP) which is a multi-university, cross-disciplinary urban teaching partnership developed by Landcom and several NSW-based universities.

The FY20 CUTP was offered to 180 students from a variety of undergraduate and postgraduate courses from the University of Technology Sydney and Western Sydney University.

Each course adopted either the Cherrybrook Station Precinct (part of our SMNW Places program) or an adjacent site within the Cherrybrook Precinct Structure Plan as their semester-long case study. Landcom provided information about the projects and Landcom’s objectives to all participating students at a joint briefing at the beginning of the semester.

The best student groups pitched their ideas and development proposals to judges from Landcom at the end of the semester, at a final event on 23 October 2019, with awards for the most innovative proposals that met Landcom’s objectives. Representatives from the NSW Public Service Commission also attended the event to promote the NSW Government Graduate Program, reinforcing the opportunities for the students to appreciate the Landcom business firsthand and impress their achievements on Landcom Executives, Directors and Senior Managers.

In addition to the CUTP, Landcom provided opportunities for over 600 other students from primary schools through to universities to engage with Landcom projects through guest lectures provided by Landcom senior managers, visits to project sites, and student research and case study projects.

³³ Airds: 26% unemployment rate: <https://profile.id.com.au/campbelltown/employment-status?WebID=100>; Claymore: 27% unemployment rate: <https://profile.id.com.au/campbelltown/employment-status?WebID=100>



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.

FY20 Targets and Performance

In FY20 all targets were in scope for reporting.

Indicator	Objective	Target	FY19 Performance	FY20 Performance
Innovation	Research Investment	Measure and report annual investment in research and development	\$491,840 cash	\$150,000 cash
			\$402,708 in-kind	\$373,499 in kind
		All project teams engaged in the Landcom Roundtable ‘Community of Practice’ programs	2 project teams engaged	No Community of Practice meetings held ³⁴
	To pioneer new ideas and foster opportunities within our innovation economy.	Greenfield/regional: all new communities provide electric vehicle chargers to service a minimum 10% total dwellings (as either publicly accessible or private use) Urban Renewal/High Density: provide a minimum 10% parking yield, per parking lot, as EV Charge Station ‘turn-key’ ready at development completion	No projects in scope	100% in scope projects achieved
	Key open spaces to provide free Wi-Fi access	No projects in scope	100% in scope projects achieved	

³⁴ Our first Community of Practice meetings under the renewed Landcom Roundtable Agreement were due to be held in April 2020 however the impacts of COVID-19 on the university sector meant that we delayed the first meetings until July 2020 which fell outside of the reporting boundary.



Research Investment

In FY20 Landcom contributed \$523,499 total investment value into collaborative research led by participants of the Roundtable; in FY20 this includes \$373,499 worth of estimated in-kind value contribution from Landcom employees,³⁵ based on research investment made at or before 30 June 2020. Many projects undertaken by the Roundtable include long-term research outcomes, and as such may be included across multiple reporting years. This also influences the presentation of our cash contributions year on year, which may fluctuate due to certain projects receiving upfront funding upon their commencement.

In FY20 there were 14 ongoing research projects related to our operations. A summary is provided below.

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

³⁵ Due to the organisational separation from UrbanGrowth NSW Development Corporation during FY18 we only estimate the in-kind contribution of Landcom employees and acknowledge that Infrastructure NSW and Hunter and Central Coast Development Corporation staff have also provided in-kind support to a number of research projects.



Emerging Technologies

In FY20 Landcom had two projects in scope for our targets related to the provision of electric vehicle (EV) rapid charge stations or shared charging points. This target applies to new Landcom communities, and includes Tallawong and Hills Showground which were sold to the private sector with conditions of sale to deliver against these targets.

We had planned to implement the recommendations from the FY19 Electric Vehicle study conducted with Sustainability Advantage (NSW Department of Planning Infrastructure and Environment) and begin the transition of our fleet vehicles to electric during the year, however the implementation has been

postponed due to the impacts of COVID-19 and the reduced use of our fleet vehicles. We will reevaluate our approach over the coming year.

Equitable Access to Information

There were two new projects in scope for this target during the reporting period, including Tallawong and Hills Showground. Both were sold to the private sector and included conditions of sale, or a Green Star certification pathway, to deliver on this target. Other new projects that became active during the reporting period fall outside the scope of this target, as they do not have sufficiently large community open spaces to warrant or draw demand for public WiFi, such as Macarthur Gardens North.

CASE STUDY

Common Purpose City Challenge

Landcom was proud to partner with Common Purpose in the Common Purpose City Challenge, where over 500 students from Western Sydney University were challenged to answer the question: **‘How can Western Sydney embrace renewable and resilient energy to achieve net-zero emissions by 2050?’**

During the two day event, students participated in a series of presentations, workshops and immersions visits with industry organisations to discuss the issues and opportunities for achieving this target. They were then asked to present their solutions to a panel of experts on the final day, highlighting their ideas on how Western Sydney could embrace this renewable and resilient energy target.

As part of the challenge, Landcom hosted 17 students in an immersion visit to our office in Parramatta. We shared Landcom’s approach to enabling net-zero emissions at our Western Sydney projects, and shared examples of how we collaborate across industry to help shape our strategy and achieve our targets.

The challenge produced many outstanding ideas from this bright cohort of students and is a great example of how embracing innovation, collaboration and determination will be key in achieving net-zero emissions in the ever growing environment of Western Sydney.



Students and guest presenters at the City Challenge briefing held at the University of Western Sydney.



Accountable & Collaborative Places

Skip to:

[Accountable & Collaborative Places Overview](#) >

[Accountability Performance Results](#) >

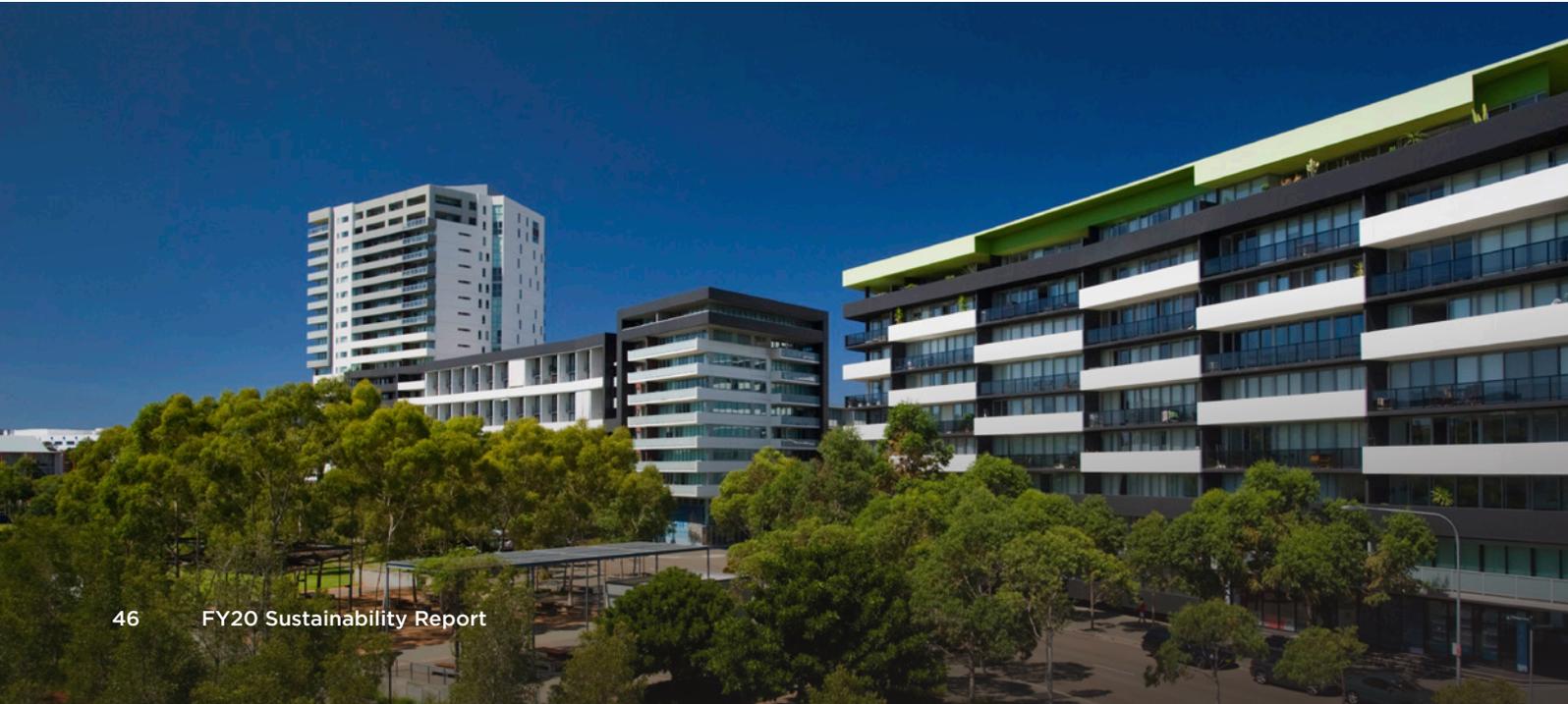
[Human Rights Performance Results](#) >

Leadership Goal

Objective

Drive accountability and performance along our value chain

Relevant Sustainable Development Goals





Accountable & Collaborative Places Overview

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

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

Landcom addresses accountability and collaboration through the following focus areas:

- Accountability
- Human Rights

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

Management Approach

Accountability

Landcom is committed to supporting international agreements, protocols and targets to ensure our planet and communities thrive into the future. Urban development and the property sector make a material contribution to global emissions, the quality of life experienced by citizens and the resilience of our built and natural environments.

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

Framework	Our Response
United Nations Global Compact (UNGC)	In February 2019 Landcom became a <i>Participant</i> of the United Nations Global Compact. We report our Communication on Progress annually as part of this report within the GRI table. See APPENDIX F: GRI Content Index (p. 72).
Sustainable Development Goals	Our Sustainable Places Strategy was directly informed by the Sustainable Development Goals (SDGs). We report our contribution to the Sustainable Development Goals annually. See APPENDIX D: Sustainable Development Goals Alignment (p. 63).
Paris Agreement COP21	Our environmental leadership goal is to ‘enable carbon neutral outcomes at communities by 2028’. See Greenhouse Gas Emissions Reduction (p. 17) and Urban Heat Island Reduction (p. 15).
GRESB	Landcom voluntarily participates in the GRESB Real Estate Assessment, which evaluates the environmental, social and governance (ESG) performance of real assets. See GRESB (p. 50).
Climate Active Carbon Neutral Certification	In FY20 Landcom registered to become a carbon neutral certified organisation. The registration is currently being formalised.
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. FY20 is the first year these disclosures have been provided. See TCFD Disclosures.



Framework	Our Response
NSW Government Resource Efficiency Policy	We report our overall sustainability performance against the NSW Government Resource Efficiency Policy (GREP), which guides our approach to energy, water and waste efficiency in our corporate operations; and helps demonstrate Landcom’s alignment with the NSW State Government’s sustainability goals. ³⁶ See Accountability Performance Results (p. 49).
Human Rights	Landcom operates entirely within NSW, and as such benefits from high standards of governance and legislation Australia adopts regarding human rights. We are a Participant to the United Nations Global Compact (UNGC) and we support the ten principles of the Global Compact on human rights, labour, environment and anti-corruption. We focus on human rights areas we have the potential to influence, mitigate or remediate. This includes our identified focus areas of modern slavery, workplace diversity and inclusion, and workplace wellbeing. To see more on our management approach for Human Rights refer below.
Commonwealth Modern Slavery Act 2018	Landcom is a reporting entity under the Act, and provides our Board approved public statement within this report. See APPENDIX C: Modern Slavery Statement (p. 59).

Human Rights

In FY20 Landcom has elevated Human Rights to a focus area within the Sustainable Places Strategy, in response to Human Rights being identified as a material issue for the organisation in FY19.³⁷

Landcom’s identified priority areas for Human Rights include modern slavery, workplace diversity and inclusion, and workplace health and wellbeing. These priorities were identified as part of an FY18 Human Rights Salience Assessment.

As a broader part of Landcom’s commitment, in 2019 we became the first Government Land Organisation to be accepted as a signatory to the Ten Principles of the United Nations Global Compact (UNGC). Landcom’s first Communications on Progress was published by the UNGC in January 2020.³⁸ Landcom continues to remain a committed signatory, focused on advancing our contribution to fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption.

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

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

37 Landcom has enveloped its former Supply Chain focus area into Human Rights.

38 Landcom’s Communication on Progress can be viewed [here](#).



Accountability Performance Results

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

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

Sustainable Development Goals

Landcom reports our alignment and contribution to achieving the Sustainable Development Goals (Sustainable Development Goals).

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



To see our full alignment against the Sustainable Development Goals, and our targets and actions in FY20 to address them, refer to [APPENDIX D: Sustainable Development Goals Alignment](#) (p. 63).



GRESB

In FY20 Landcom participated in the GRESB Real Estate Assessment. This was our fourth year participating in GRESB.

Landcom achieved a score of 90/100, and maintained our Green Star rating and 5 Star entity status. This year extensive updates to the GRESB assessment structure were adopted. As publicly communicated by GRESB, results from FY20 are not comparable to performance in past years.

Overall, Landcom continues to rank within the top 12% of global participants, and exceeds the GRESB and Peer Group average performance.

The following table summarises our results and benchmarking.



Ranked **3rd** most sustainable developer in Australia



Ranked within top **12%** globally

90

Overall score



74

GRESB average

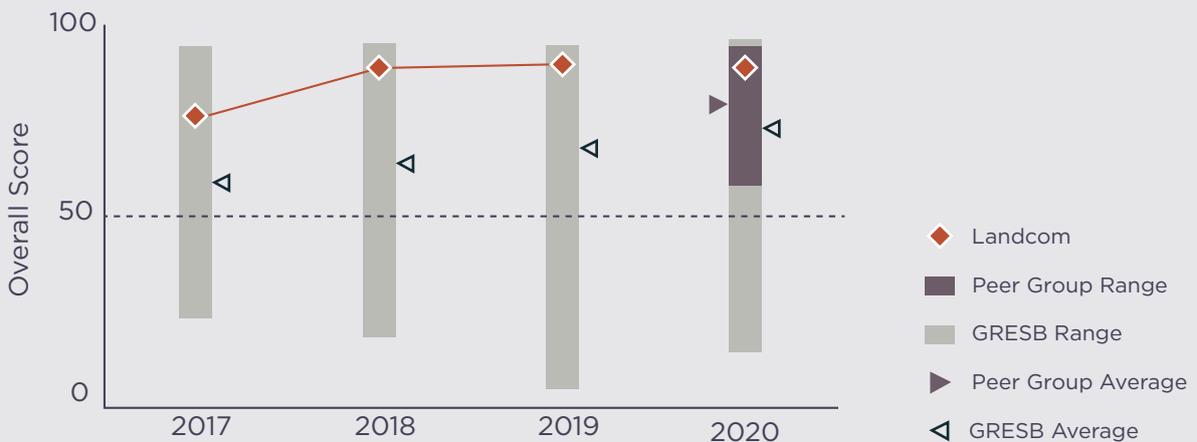
80

Peer average



G R E S B
★ ★ ★ ★ ★ 2020

Landcom GRESB Results Trend 2017-2020





NSW Government Resource Efficiency Policy (GREP)

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

The GREP guides Landcom's approach to energy, water and waste efficiency in our corporate operations, and helps us align with the State Government's sustainability goals.³⁹ Key activities in the reporting year related to the GREP include:

- a total of 7.9 tons of Scope 1 CO₂ 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 142,237kWh of electricity used to power our office was 100% Green Power
- based on the total of 151 full time equivalent staff members (FTE), Landcom's energy intensity is 942kWh/FTE
- we maintained our 6 Star NABERS Energy Rating for our Parramatta Office.

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

Historically, Landcom has not set a baseline year for our Scope 1 or Scope 2 emissions as we have consistently purchased green power or offset all our emissions within operational control. We will be setting a baseline year as part of our Climate Active carbon neutral certification. We do adopt the National Greenhouse and Energy Reporting (NGER) Scheme global warming potential account factors. We use the tool CCAP Integrated to capture and synthesise our data, which also follows the NGER Scheme protocols.

³⁹ 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.

Human Rights Performance Results

Modern Slavery

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

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

During the reporting the period Landcom Board, Executives and key Senior Leaders completed modern slavery training, delivered by Better Sydney. Staff wide training is planned for FY21.

Landcom also continued its membership of the Property Council Modern Slavery Working Group throughout the reporting period. The group is represented by risk, sustainability and procurement experts. In 2019 the cohort formed a consortium⁴⁰ to design and deliver the 'Supplier Platform'. The Platform provides a consistent approach to engagement on modern slavery across the industry's shared supply chain, and leverages the consortium's collective influence to mitigate or remediate instances of modern slavery. Suppliers complete a single questionnaire that is accessible through an online dashboard to the consortium members for whom they work, or wish to work. The Platform also provides capacity building links and resources to suppliers, and is intended to encourage and track continuous improvement, enabling consortium members to collect and evaluate data, or monitor skills gaps and supply chain advances.

CASE STUDY

Sustainable Supply Chain for Merchandise

We are committed to sustainable procurement when fulfilling our merchandise needs, which includes ethically produced products that don't harm the environment or people.

That's why we have adopted 'Sustainable and Ethically Sourced' evaluation criteria for our prequalified merchandise suppliers.

We look to partner with organisations that share our values. This includes demonstrating an understanding of key environmental and social issues that may affect products - such as modern slavery or environmentally destructive practices - and taking proactive steps to mitigate these risks.



40 Founding members: Abacus Property, AMP Capital, Brookfield Properties, Charter Hall, Cromwell Property Group, Dexis, Frasers Property Australia, Goodman Group, The GPT Group, Investa, ISPT, Landcom, Mirvac, Stockland and Vicinity Centres.



A pilot of the Platform commenced in late 2019, with over 700 suppliers across consortium members invited to participate. The pilot objective was to onboard as many suppliers as possible, gain insights on industry wide supply chain risk, and obtain user feedback to refine and improve the tool. The Platform supports consortium members to undertake supply chain due diligence, and removes some barriers that prevent suppliers from proactively engaging on modern slavery, such as administrative burden and effort duplication.

In FY20 Landcom invited current suppliers across civil, landscaping or demolition contractors, home builders, IT services and products, and some professional services to participate in the Platform pilot, and received an approximate 54% engagement rate.

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

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

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

The property and construction industry is also characterised by long and complex supply chains, stretching across many countries. Building materials and products are often sourced from countries known to have higher risks of modern slavery.

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

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

In FY21 Landcom will continue to deliver against its Modern Slavery Management Plan, including the development of a remediation approach and seeking to partner with expert industry and non-government organisations.



Diversity & Inclusion

Landcom has continued to promote diversity and inclusions (D&I) across our business throughout FY20.

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

Throughout FY20 Landcom's staff led D&I Working Group continued to meet regularly, and monitor the progress of Landcom's D&I Action Plan, which focusses on the following key goals:

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

As part of the Action Plan, and to help enable the above goals, Landcom has adopted a suite of D&I measures and metrics, benchmarked against several Australian datasets. Our FY20 results are presented in Landcom's Annual Report.

In helping to develop a culture that truly values diversity and inclusion through building awareness and understanding, we held an Indigenous Cultural Awareness session for our Senior Leaders. This included an overview of Indigenous history, culture, identity, capacity building and engagement by the Mirri Mirri Cultural Awareness company.

In FY20 Landcom participated in the Diversity Council of Australia's Inclusion@YourWork survey to further our diversity efforts. The Diversity Council Australia (DCA) is the not-for-profit peak body leading diversity and inclusion in the workplace. The survey was distributed to all staff and assessed a number of factors that make up an inclusive workplace such as leadership, culture, and teams.

Based on our results Landcom was named as an Inclusive Employer.

Workplace Health & Wellbeing

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

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

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

In FY20 Landcom responded to the impacts of COVID-19 by encouraging higher engagement with LifeStreet, and making health and wellbeing classes available to staff online.



APPENDIX A: Assurance Statement

Independent Assurance Statement to the Board and Management of Landcom



We, Point Advisory Pty Ltd ('Point Advisory'), performed independent assurance over selected performance data and statements presented in Landcom's FY20 Annual Report¹ and Sustainability Report ('the Report') reflecting the performance period 1 July 2019 – 30 June 2020.

Respective responsibilities

- Landcom management is responsible for the preparation and presentation of the information within the Report. Landcom management is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report, so that it is free from material misstatement. Landcom management is also responsible for setting targets and for the development of appropriate internal controls to monitor performance.
- Point Advisory's responsibility, in accordance with Landcom management's instructions, is to carry out a 'limited level' ASAE3000² assurance engagement on selected data and performance claims in the Report and a Type 2 'moderate level' of assurance over the Report in accordance with AccountAbility's AA1000AS³. 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.

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 criteria⁴ as set out in the Report, and relevant policies and procedures to evaluate the selected data.

Our methodology

Our assurance engagement was planned and performed in accordance with ASAE3000 and AA1000AS. The procedures we performed were based on our professional judgement and included the steps outlined below:

- Interviewed a selection of Landcom's executives and managers to understand its material sustainability topics ('material topics') and the effectiveness of its responses, including how its strategic objectives and sustainability strategy is integrated across the organisation.
- Reviewed a selection of corporate documents including the Strategic Directions, Sustainable Places Strategy, and other key internal documents to understand Landcom's material topics, how they are managed and what progress was made during the reporting period.
- Reviewed the coverage of material topics within the Report against the key topics raised in media reports, peer reports, management interviews, key internal documents and the outputs from Landcom's materiality process.
- Interviewed data owners of selected data sets to understand how they collected, calculated and aggregated data from projects as well as what assumptions or estimations were made.
- Sought and reviewed supporting information or explanations for selected data, statements and claims within the Report regarding Landcom's operational and sustainability performance.
- Checked whether operational and sustainability data in the Report had been calculated and aggregated accurately, was consistent with Landcom's internal records, and according to managements explanations and disclosures.
- Reviewed and assessed how Landcom has responded to sustainability-specific reporting regimes including its: reported alignment with the requirements of the GRI Standards; provision of climate-related information in line with the TCFD; and adherence to the reporting requirement of the Modern Slavery Act.

The limitations of our review

Our evidence gathering procedures were designed to obtain a 'limited level' of assurance (as set out in ASAE3000) 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 conclusions and observations

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

In line with the scope of our independent assurance engagement, including the criteria and methodology described above, we conclude that:

- based on our 'limited' assurance procedures under ASAE3000, nothing has come to our attention that causes us to believe that selected sustainability disclosures have not been reported fairly and accurately.
- based on our 'moderate level' of assurance procedures under AA1000AS, 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.

¹ Excluding all content related to the *Financial statements and notes*.

² Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* Issued by the Auditing and Assurance Standards Board

³ AA1000 *Assurance Standard* (AA1000AS v3) for assurance of sustainability information based on the effective application of the AA1000 AccountAbility Principles (AA1000AP, 2018)

⁴ 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*.



APPENDIX A: Assurance Statement



Completeness and accuracy of performance information

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

Evaluating adherence to AA1000 AccountAbility Principles

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

AA1000 AccountAbility Principles	Conclusions	Observations
Inclusivity Has Landcom included stakeholders, allowing people to have a say in the decision that impact them?	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.	Landcom understands the benefits of engaging with its stakeholders, with both its Strategic Directions and Sustainable Places Strategy reflecting stakeholder engagement-related performance objectives. During the reporting period Landcom maintained its stakeholder feedback channels and made demonstrable progress towards embedding its stakeholder engagement approach (Join In) across the organisation and within projects.
Materiality Has Landcom identified and been clear about the sustainability topics that matter?	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.	Each of the identified topics are relevant to one or more of the four categories of its Sustainable Places Strategy and aspects of its Strategic Directions. The topics have shaped its disclosures against the GRI Standards topic disclosure requirements across the Report. Landcom has developed or formalised respective management approaches to those matters where required, and this is also evident in the disclosures made in the Report.
Responsiveness Has Landcom acted transparently on material sustainability topics and their related impacts?	We are not aware of any key actions or initiatives responding to material topics which have been excluded from the Report nor any matters that would lead us to conclude that Landcom has not applied the responsiveness principle in its approaches.	Landcom’s Strategic Directions and Sustainable Places Strategy remain in place and continue to demonstrate a comprehensive response to stakeholder perspectives and material topics. Their collective goals in relation to accountability, collaboration, partnership, and leadership reflect Landcom’s principal objectives and their role in the property industry and among government agency peers.
Impact Has Landcom held itself to account for how its actions affect broader ecosystems and society?	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.	Landcom actively monitors and measures across a range of its positive and negative impacts. This impact focus is evident at the policy level, such as the Housing Affordability and Diversity Policy and its commitment to enable enduring jobs. It is also evident in how Landcom directs its efforts to continually learn new ways to drive impact, such as its Research Priorities aligned to the Landcom Strategic Directions.

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.
- 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.

Our independence

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.

Our team

Led by a Lead Certified Sustainability Assurance Practitioner (CSAP), our assurance team has qualifications and experience in applying the ASAE3000, AA1000AS, GRI Standards, TCFD and Modern Slavery Act relevant for this assurance engagement.

On behalf of the assurance team.

Alan Dayeh
 Managing Principal, NSW
 Lead CSAP (AccountAbility UK)
 Point Advisory, Sydney
 25 November 2020



AA1000
 Licensed Assurance Provider
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APPENDIX B: Task Force on Climate-related Financial Disclosures

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

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

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

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

	Where we are today	Future priorities
Governance	<p>Board oversight</p> <p>Executive General Manager Communications & Policy provides quarterly updates on climate-related issues to the Board</p> <p>Climate-risks accompany all new project acquisition or development approval proposals requiring Board approval</p> <p>Board considers climate-related issues and performance as part of risk and corporate strategy and operational planning</p> <p>Board approves annual Sustainability and Annual Reports with relevant climate-related disclosure</p> <p>Management's role</p> <p>Director Sustainability & Learning oversees assessment and management of climate-related issues, and reports to Executive General Manager Communications & Policy</p> <p>Executive General Manager Communications & Policy provides monthly updates on climate-related issues to the Executive Committee</p> <p>Executive Committee oversees implementation of Climate Risk Management Plan</p> <p>Executive Committee, Director Audit & Risk and Director Sustainability & Learning monitor climate-related risks via Landcom's Strategic and Operational Risk registers</p> <p>Management endorses for Board approval Landcom's Sustainability and Annual Reports, with climate-related management approach and performance disclosures.</p> <p>Audit & Risk Management Committee</p> <p>Annual review of transition risks, or portfolio wide physical and social risk trends</p>	<p>Continue to deliver on our Climate Risk Management Plan</p> <p>Develop climate-related Key Performance Indicators for senior business leaders</p> <p>Establish a forum within the business to drive leadership and raise the internal profile of climate-related issues management</p>



Where we are today **Future priorities**

Strategy

Sustainable Places Strategy addresses project-based climate issues, including adaptation and resilience management, and transitioning our approach towards carbon neutral communities by 2028

Landcom’s Climate Risk Management Plan guides business approach to FY22

Integration of climate-related issues in Landcom’s Communications & Policy FY21 Divisional Plan

All new projects (and prospective acquisitions) assessed for climate-related physical, social and interdependent risks against several timescales and scenarios, typically being 2030 (RCP4.5), 2070 (RCP 8.5) and 2090 (RCP 8.5)

Roundtable Research Priorities includes a focus on funding proposals that advance resilience

Registration as Climate Active Carbon Neutral Standard addresses organisational carbon neutral approach

Develop climate scenarios in line with TCFD recommendations to inform future business priorities

Certify Landcom under the Climate Active Carbon Neutral Standard

Risk Management

Climate-related risks identified and integrated into Landcom’s Strategic and Operational Risk registers

Climate-related risks incorporated into future corporate strategic planning

Climate-related risks integrated into Risk Appetite Statement

Roundtable Research Priorities includes a focus on funding proposals that advance resilience

All new projects (and prospective acquisitions) assessed for climate-related physical, social and interdependent risks are accompanied by recommended adaptation, mitigation or management actions

Consistent risks being identified across our project portfolio disclosed in Sustainability Report (refer to Climate Change Risk and Community Resilience)

Community resilience plans developed for all new projects

Integrate identified climate-related risks into project business plans

Advance understanding and disclosures of response to climate-related transition risks

Advance understanding and disclosures of climate-related financial impacts to the organisation

Where we are today

Metrics & Targets

Sustainable Places Strategy incorporates a suite of targets to address resilience and carbon reduction across Landcom’s project portfolio, and performance is reported annually in the Sustainability Report (see [Climate & Resilience Performance Results p. 14](#)).



All new projects to undertake a Climate Resilience Assessment



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



All new projects modelled to reduce Green House Gas emissions by 50%



APPENDIX C: Modern Slavery Statement

The following disclosures are made in accordance with the Commonwealth Modern Slavery Act 2018. Landcom meets the threshold for a reporting entity, as outlined in the Act. This Statement has been approved by the Landcom Board, and signed by John Brogden Chief Executive Officer.

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

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

Content in this Statement is set out to provide an overview of Landcom’s approach and response to the Mandatory Criteria outlined in the Act. For further detail on Landcom’s approach Modern Slavery, including our commitment to continuous improvement, refer to [Accountable & Collaborative Places Overview p. 47](#)).

Links to Global Reporting Index, United Nations Global Compact or other related content within the body of the FY20 Sustainability Report are also provided, in order to give the reader access to relevant or complementary detailed content in respect to Landcom’s management of Human Rights and Modern Slavery.

John Brogden AM
CEO, Landcom

Mandatory Criteria	Landcom Response
Criteria 1: Identify the reporting entity.	This Statement covers Landcom as the reporting entity.
Criteria 2: Describe the structure, operations and supply chains of the reporting entity.	<p>Structure</p> <p>Landcom is a NSW Government State Owned Corporation, created by the <i>Landcom Corporation Act 2001</i>.</p> <p>Landcom sits within the NSW Department of Planning & Environment cluster, however is not part of a larger corporate group of entities, and does not control or own any other entities.</p> <p>Landcom annual disclosures regarding Ownership and Legal Form is presented in GRI 102-05.</p> <p>Landcom’s annual disclosures regarding Information on Employees and Other Workers is presented in GRI 102-08.</p> <p>Operations</p> <p>Landcom is the NSW government’s property development organisation. Landcom’s leadership intent is to create more affordable and sustainable communities.</p> <p>We act as a master developer, developer and builder where appropriate to achieve outcomes for our stakeholders. This includes partnerships with the NSW Government departments and external commercial entities to maximise our impact for the benefit of NSW communities.</p> <p>As a masterplan developer we use a variety of structures to deliver projects. The key types of project structures that we use are:</p> <ul style="list-style-type: none"> • Owner/Master Developer • Project Delivery Agreement (PDA) • Reverse Project Delivery Agreement (RPDA) • Joint Ventures (JV) <p>For further information on these types of structures, and a map of our current projects refer to Reporting Boundaries p. 4.</p> <p>Other operations that complement, however may not be specific to a particular development project, includes research and development investment via Landcom’s Roundtable (refer to Research Investment p. 44).</p> <p>Landcom does not have any formal charitable interactions.</p>



Mandatory Criteria

Landcom Response

Criteria 2: Describe the structure, operations and supply chains of the reporting entity.
continued

Supply Chains

Products provided by suppliers

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

Services provided by suppliers

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

Corporate services: includes but is not limited to legal and specialist consultant services related to the planning and development of land.

Project development services: includes but is not limited to services at project development sites such as principal contracting, civil and landscape services.

Products and services used by indirect suppliers in supply chains

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

Landcom’s annual disclosures regarding Supply Chain, including our [Management Approach and Performance Targets](#) is presented at p. 72, or refer to GRI 102-08

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

The property and construction industry has extensive supply chains that can extend to multiple, international tiers. By undertaking a Human Rights Saliency Assessment, Landcom has initially identified supply chain forced labour and materials sourcing as the dominant areas of risk to modern slavery.

Landcom staff are employed under an award or senior management contract. Our day to-day work is predominantly office based. Services such as planning and design, or construction, is undertaken as identified above in our supply chain disclosures.

Landcom’s two offices tenancies are leased in reputable commercial property developers that are also reporting entities under the Act. As such, Landcom’s immediate operations have are considered low risk to modern slavery.



Mandatory Criteria

Landcom Response

Criteria 4: Describe the actions taken by the reporting entity to assess and address those risks, including due diligence and remediation processes; and

Criteria 5: Describe how the reporting entity assesses the effectiveness of such actions.

A range of actions have already been undertaken, or are planned, as part of our commitment to continuous improvement.

Where we are today

Assessing effectiveness

- Completion of Human Rights Salience Assessment by independent experts to understand Landcom’s key areas of modern slavery risk exposure.
- Establishment of internal working group to inform and recommend business approach.
- Adoption of Modern Slavery Management Plan to guide action, including identification, management and remediation approach.
- Founding consortium member for the Property Council of Australia Supplier Platform, designed to engage multitiered supply chain and assess for risks of modern slavery.
- Engaged suppliers via the Supplier Platform to determine and verify salient modern slavery risks.

- Engaged independent expert to review Modern Slavery Management Plan, and provide guidance to continuous improvement.
- Modern Slavery Management Plan scheduled for review on internal audit plan.
- Reviewed disclosures made by Landcom suppliers engaged via the Supplier Platform and validated inherent risk to modern slavery compared to Human Rights Salience Assessment.
- Monitored the rate of response to supply chain engagement via the Supplier Platform (refer to [Human Rights Performance Results p. 52](#)).

Future priorities

- continue to deliver on our Modern Slavery Management Plan
- continue engagement with tier one high risk suppliers to understand their level of modern slavery risk and management maturity
- collaborate with tier one suppliers to increase transparency of their own supply chains (Landcom’s tier 2 and beyond supply chain)
- progressively expand our engagement and collaboration to medium and low risk suppliers
- adopt supplier pre-qualification requirements for modern slavery disclosures
- continue to educate our staff and stakeholders about modern slavery and how to identify potential risks
- partner with industry experts, non-profits and organisations to adopt appropriate notification and remediation processes
- improve existing modern slavery disclosures and requirements from entities that purchase Landcom projects to support a comprehensive risk and reputation management approach (noted this is beyond the scope of the Act).

Landcom’s annual disclosures regarding modern slavery, including further detail on our [Management Approach and Performance](#) is presented at p. 57.

GRI 408 – 412 and UN Global Compact Principles 1-5 also provide related content.



Mandatory Criteria	Landcom Response
<p>Criteria 6: Describe the process of consultation with any entities the reporting entity owns or controls.</p>	<p>This criterion does not apply to Landcom, as the organisation has no additional owned or controlled entities. We continue to engage within our organisation, industry and our supply chain as disclosed.</p>
<p>Criteria 7: Include any other information that the reporting entity considers relevant.</p>	<p>Landcom continues to proactively manage the risks of modern slavery within our operations and supply chain. We are committed members of the United Nations Global Compact, report our contribution to the Sustainable Development Goals, and have been addressing Human Rights and Modern Slavery has been part of our Sustainable Places Strategy since 2017.</p> <p>Landcom’s annual disclosures regarding Modern Slavery, including further detail on our Management Approach, supply chain engagement, and continuous improvement is presented at p. 59.</p> <p>Landcom’s contribution to the Sustainable Development Goals, including those related to Human Rights, is presented at APPENDIX D: Sustainable Development Goals Alignment (p. 63).</p> <p>Landcom’s United Nations Global Compact ‘Communication on Progress’ disclosures are presented within APPENDIX F: GRI Content Index (p. 72).</p>



APPENDIX D: Sustainable Development Goals Alignment

Landcom is committed to supporting international agreements, protocols and targets to help ensure our planet and communities thrive into the future. As part of this commitment we report our contribution to the United Nations Sustainable Development Goals (Sustainable Development Goals).⁴¹

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

Our Healthy & Inclusive Places pillar supports Sustainable Development Goals 1, 2, 3, 5, 10, 11, 16 and 17.

Our Productive Places pillar supports Sustainable Development Goals 4, 8, 9 and 10.

Our Accountable & Collaborative pillar supports Sustainable Development Goals 8, 15, 16 and 17.

Sustainable Development Goals & Targets Landcom Response



Goal 1: End poverty in all its forms everywhere

Target: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters

Landcom supports the ending of poverty through our mandate to provide Affordable Housing.⁴² We expand on this to ensure housing diversity and accessibility are addressed, for equity.

Healthy & Inclusive Places Targets

Deliver 5-10% Affordable Housing across the Landcom portfolio

Deliver 10-15% diverse housing across our portfolio

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

Landcom further supports all community members, including the vulnerable, to increase their resilience to climate-related extremes and other shocks or stresses through our commitments to building resilience.

Climate Resilient Places Targets

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



Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Target: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round

Landcom is seeking ensure access to nutritious food by mandating the adoption of independent rating tools – such as Green Star Communities. Within these tools, we will aim to achieve all credits related to ‘access to fresh food’.

Climate Resilient Places Targets

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

⁴¹ United Nations Sustainable Development Goals (2018) <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

⁴² Managed or owned by a Community Housing Provider for not less than 10 years, and accessible to people who meet the government means testing (or other criteria) for access to Affordable Housing.



Sustainable Development Goals & Targets **Landcom Response**



Goal 3: Ensure healthy lives and promote well-being for all at all ages

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

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

Healthy & Inclusive Places Targets

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

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

Activities

FY20 Landcom Community Development programs related to health, offered at various projects.

These included free fitness classes for adults through our partnership with Live Life Get Active. In response to COVID we also ran on-line health and wellbeing activities such as yoga, kids fitness, cooking classes and gardening workshops.



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

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

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

Productive Places Targets

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

Activities

FY20 Landcom Skills Exchange was offered at the Bonnyrigg community to support at risk secondary school students, and long-term unemployed people, to engage in meaningful learning, skills development and/or employment.



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

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

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

Healthy & Inclusive Places Priority

Identify opportunities to positively impact diversity, inclusion and accessibility

Activities

FY20 Landcom continued to deliver against its Diversity & Inclusion Policy and Action Plan, and maintained its staff led Diversity & Inclusion working group.



Sustainable Development Goals & Targets **Landcom Response**



Goal 6: Ensure access to water and sanitation for all

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

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

Climate Resilient Places Targets

Achieve water positive communities by 2028

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

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

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



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

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

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

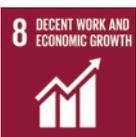
Climate Resilient Places Targets

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

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

Activities

Landcom's Sustainability Rebate for home owners continued to be rolled out to Macarthur Heights in FY20, with the first claims for the rebate made by residents.



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

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

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

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

Productive Places Targets

Enable 30,000 enduring jobs by 2036

Accountable & Collaborative Priorities

Develop an approach to human rights with consideration for modern slavery

Activities

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

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



Sustainable Development Goals & Targets **Landcom Response**



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

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

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

Climate Resilient Places Targets

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

Above standard NABERS and BASIX building ratings

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



Goal 10: Reduce inequality within and among countries

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

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

Healthy & Inclusive Places Target

Achieve 90% resident satisfaction with quality of life, as measured by the Personal Wellbeing Index⁴³

Healthy & Inclusive Places Priority

Identify opportunities to positively impact diversity, inclusion and accessibility

Activities

FY19 Landcom adopted its Diversity & Inclusion Policy, and established a staff led Diversity & Inclusion working group. In FY20 we continued to deliver against the Policy and Diversity & Inclusion Action Plan.

FY20 Landcom Community Development programs for a broad range of interests and needs, offered at various projects.

43 Personal Wellbeing Index, Deakin University & Australian Unity (2017) australianunity.com.au/.../wellbeing%20index/wellbeing%20index%202020



Sustainable Development Goals & Targets **Landcom Response**



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

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

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

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

Healthy & Inclusive Places Targets

Deliver 5-10% Affordable Housing across the Landcom portfolio

Deliver 10-15% diverse housing across our portfolio

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

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

Activities

Held staff education on the importance of inclusive design via an All Staff Presentation by the Commissioner Open Space and Parklands, NSW Department of Planning & Environment.

Met with project teams during Business Panning to discuss the outcomes of the audit carried out in FY19 to identify opportunities for improvement of existing Landcom project parks for the Everyone Can Play guidelines to help inform areas for improvement.

Climate Resilient Places Targets

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



Goal 12: Ensure sustainable consumption and production patterns

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

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

Climate Resilient Places Targets

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

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



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

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

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

Climate Resilient Places Targets

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



Sustainable Development Goals & Targets **Landcom Response**



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

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

Climate Resilient Places Targets

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



Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

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

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

Climate Resilient Places

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

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

Activities

Continued our partnership with the Sustainability Supply Chain School, and plan to make online training and resources available to staff in the second half of FY21.



Goal 16: Promote just, peaceful and inclusive societies

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

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

Healthy & Inclusive Places Targets

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

Healthy & Inclusive Places Priorities

Identify opportunities to positively impact diversity, inclusion and accessibility



Goal 17: Revitalize the global partnership for sustainable development

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

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

Healthy & Inclusive Places Targets

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



APPENDIX E: Stakeholders

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



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



Summary of Stakeholder Issues Stakeholders	Consultation method	Issues
Department of Education, Catholic Education Office, Schools and Universities	University Collaboration Agreement	Development of plans for precinct
	University Roundtable and Communities of Practice	Access to teaching materials and project information
	Telephone, emails and letters	Facilitating schools precincts
	Surveys	Maximising shared use of school buildings
	Fieldwork programs	Shared use of open space
	Liaison with school principal	Design, heritage and other aspects of existing spaces
	Ongoing project liaison including through Project Control Group meetings	Access to buildings/land
	Meetings with academics	
Indigenous groups	Lectures, presentations and tours as part of course	
	Aboriginal Cultural Heritage Liaison Committee meetings	Coordinate pre-construction activities
		Design of Aboriginal cultural heritage areas
Media - TV news, radio and newspaper		Other indigenous matters
	Interviews	Development and progress of plans for precinct
	Social media updates	Opportunity to explain balanced outcomes at projects
	Ministerial updates	
	Media releases	



APPENDIX F: GRI Content Index

GRI 102: General Disclosures		Location or comment																																																																
102-01	Name of the organisation	About This Report FY20 Annual Report, Our Organisation																																																																
102-02	Activities, brands, products and services	About This Report FY20 Annual Report, Our Organisation																																																																
102-03	Location of headquarters	Reporting Boundaries																																																																
102-04	Location of operations	Reporting Boundaries																																																																
102-05	Ownership and legal form	FY20 Annual Report, Our Organisation																																																																
102-06	Market served	FY20 Annual Report, Our Principle Objectives and Function																																																																
102-07	Scale of organisation	FY20 Annual Report, Our Performance - People, FY20 Economic and Financial Highlights, Chair's Review, Project Map																																																																
102-08	Information on employees and other workers	<table border="1"> <thead> <tr> <th>Staff Numbers</th> <th>Female</th> <th>Male</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Full-Time</td> <td>76</td> <td>75</td> <td>151</td> </tr> <tr> <td>Part-Time</td> <td>12</td> <td>1</td> <td>13</td> </tr> <tr> <td>Award Staff</td> <td>71</td> <td>48</td> <td>119</td> </tr> <tr> <td>Senior Management Contract</td> <td>17</td> <td>28</td> <td>45</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Award Staff</th> <th>Female</th> <th>Male</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Full-time</td> <td>60</td> <td>48</td> <td>108</td> </tr> <tr> <td>Part-time</td> <td>9</td> <td>0</td> <td>9</td> </tr> <tr> <td>Permanent</td> <td>69</td> <td>48</td> <td>117</td> </tr> <tr> <td>Term</td> <td>2</td> <td>0</td> <td>2</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Senior Management Contract</th> <th>Female</th> <th>Male</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Full-Time</td> <td>14</td> <td>27</td> <td>41</td> </tr> <tr> <td>Part-Time</td> <td>3</td> <td>1</td> <td>4</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Location</th> <th>Female</th> <th>Male</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Parramatta</td> <td>87</td> <td>73</td> <td>160</td> </tr> <tr> <td>Other</td> <td>1</td> <td>3</td> <td>4</td> </tr> </tbody> </table>	Staff Numbers	Female	Male	Total	Full-Time	76	75	151	Part-Time	12	1	13	Award Staff	71	48	119	Senior Management Contract	17	28	45	Award Staff	Female	Male	Total	Full-time	60	48	108	Part-time	9	0	9	Permanent	69	48	117	Term	2	0	2	Senior Management Contract	Female	Male	Total	Full-Time	14	27	41	Part-Time	3	1	4	Location	Female	Male	Total	Parramatta	87	73	160	Other	1	3	4
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102-09	Supply chain	Accountable & Collaborative Places Overview Human Rights Performance Results																																																																
102-10	Significant changes to the organisation and its supply chain	In FY20 Landcom had no significant changes to the organisation size, structure, ownership or supply chain.																																																																



GRI 102: General Disclosures		Location or comment
102-11 Principle 7	Precautionary principle or approach	Approach to Environmental Management
102-12	External initiatives	FY20 Annual Report, Chairs Review Accountable & Collaborative Places Overview Accountability Performance Results
102-13	Membership of associations	Landcom's main industry memberships include Green Building Council of Australia, Property Council of Australia, Master Builders Association, Urban Taskforce Australia, Urban Development Institute of Australia, Corporate Club of Australia, and Committee for Economic Development of Australia.
102-14	Statement from senior decision-maker	Message from the CEO
102-15	Key impacts, risks, and opportunities	FY20 Annual Report, Chairs Review, Chief Executive Officers Review, Shaping our Year Ahead APPENDIX B: Task Force on Climate-related Financial Disclosures APPENDIX E: Stakeholders
102-16	Values, principles, standards and norms of behaviour	Landcom's Code of Conduct Translation services are available on request
102-17	Mechanisms for advice and concerns about ethics	Landcom's Code of Conduct
102-18	Governance structure	FY20 Annual Report, Governance Structure
102-19	Delegating authority	FY20 Annual Report, Governance Structure APPENDIX B: Task Force on Climate-related Financial Disclosures
102-20	Executive-level responsibility for economic, environmental and social topics	APPENDIX B: Task Force on Climate-related Financial Disclosures
102-21	Consulting stakeholders on economic, environmental and social topics	Consultation on sustainability targets is required as part of the Landcom Corporations Act 2001 . See how we consulted here .



GRI 102: General Disclosures		Location or comment
102-22	Composition of highest governance body and its committees	FY20 Annual Report, Corporate Governance, Our Governance Structure Note: As a State Owned Corporation Landcom has Minister Shareholders, not cross-shareholding or controlling shareholders.
102-23	Chair of highest governance body	
102-24	Nominating and selecting the highest governance body	
102-25	Conflicts of interest	
102-26	Role of highest governance body in setting purpose, values and strategy	
102-27	Collective knowledge of highest governance body	
102-28	Evaluating highest governance body's performance	
102-29	Identifying and managing economic, environmental and social impacts	Landcom Corporations Act 2001 APPENDIX B: Task Force on Climate-related Financial Disclosures
102-30	Effectiveness of risk management process	FY20 Annual Report, Corporate Governance, Risk Management Landcom Corporations Act 2001 APPENDIX B: Task Force on Climate-related Financial Disclosures
102-31	Review of economic, environmental and social topics	Landcom's Board meet monthly, and Audit & Risk Management Committee meet every second month.
102-32	Highest governance body's role in sustainability reporting	Landcom's Board reviews and approves the annual Sustainability Report.
102-33	Communicating critical concerns	The Board is provided risk updates on a monthly basis. During the reporting period there were no risks of critical concern.
102-34	Nature and total number of critical concerns	



GRI 102: General Disclosures		Location or comment
102-35	Remuneration policies	FY20 Annual Report, Executive Positions, Summary of Significant Accounting Policies
102-36	Process for determining remuneration	The majority of Landcom staff are employed in accordance with the Landcom Award 2019, which sets compensation for full time and part time employees. Landcom does not pay bonuses in any form.
102-37	Stakeholder's involvement in remuneration	
102-38	Annual total compensation ratio	
102-39	Percentage increase in annual total compensation ratio	
102-40	List of stakeholder groups	APPENDIX E: Stakeholders
102-41	Collective bargaining agreements	Landcom Award
Principle 3		
102-42	Identifying and selecting stakeholders	Design through Engagement
102-43	Approach to stakeholder engagement	Design through Engagement APPENDIX E: Stakeholders
102-44	Key topics and concerns raised	
102-45	Entities included in the consolidated financial statements	FY20 Annual Report, Financial Tables and Notes
102-46	Defining report content and topic boundaries	Reporting Boundaries
102-47	List of material topics	Material Matters
102-48	Restatement of information	Any re-statements are indicated using footnotes in the report.
102-49	Changes in reporting	About This Report
102-50	Reporting period	About This Report
102-51	Data of most recent report	About This Report
102-52	Reporting cycle	About This Report
102-53	Contact point for questions regarding the report	Landcom website ‘Contact Us’
102-54	Claims for reporting in accordance with the GRI	About This Report
102-55	GRI Content Index	APPENDIX F: GRI Content Index
102-56	External assurance	About This Report

**GRI 103: Management approach****Location or comment**

103-1	Explanation of the material topic and its boundary	About This Report
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

GRI 201: Economic performance**Location or comment**

201-1	Direct economic value generated and distributed	FY20 Annual Report, Chair's Review, FY20 Economic and Financial Highlights, Financial Tables and Notes Note: all operations are within Australia
201-2 Principle 8	Financial implications and other risks and opportunities due to climate change	Climate Resilient Places Pillar Overview APPENDIX B: Task Force on Climate-related Financial Disclosures
201-3	Defined benefit plan obligations and other retirement plans	FY20 Annual Report, Summary of Significant Accounting Policies
201-4	Financial assistance received from government	NA. Landcom is a State Owned Corporation.

GRI 203: Indirect economic impacts**Location or comment**

203-1	Infrastructure investments and services supported	Refer to GRI 102-1 through GRI 102-7
203-2	Significant indirect economic impacts	Productive Places Overview Training & Employment Performance Results

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

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

Principle 10

Location or comment

205-1	Operations assessed for risks related to corruption	100% of Landcom operations were assessed for risks related to corruption. Significant corruption risks identified included Procurement, Contract Management and Third Parties.
205-2	Communication and training about anti-corruption policies and procedures	All Board and Executive Committee members received training on anti-corruption during the reporting period. Landcom undertakes fraud and corruption awareness campaigns and training for all Staff, including annual refresher training on fraud and corruption or fraud and corruption related topics. An Ethical Behaviour page is published on Landcom's internal intranet and is accessible to all staff. 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.
205-3	Confirmed incidents of corruption and actions taken	Nil

GRI 301: Materials

Principle 8 & 9

Location or comment

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

GRI 302: Energy

Principle 8 & 9

Location or comment

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

**GRI 303: Water and effluents**

Principle 8 & 9

Location or comment

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

GRI 304: Biodiversity

Principle 8 & 9

Location or comment

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

**GRI 305: Emissions**

Principle 8 & 9

Location or comment

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

GRI 306: Effluents and waste

Principle 8 & 9

Location or comment

306-1	Water discharge by quality and destination	Climate Resilient Places Pillar Overview Energy & Emissions and Water Water Performance Results
306-2	Waste by type and disposal method	Climate Resilient Places Pillar Overview Waste & Materials Waste & Materials Performance Results
306-3	Significant spills	There were no significant spills during the financial year.
306-4	Transport of hazardous waste	Climate Resilient Places Pillar Overview Waste & Materials Waste & Materials Performance Results During the reporting period, contractors at Landcom development sites transported 820t of hazardous construction and demolition waste to processing facilities.
306-5	Water bodies affected by water discharges and/or runoff	Climate Resilient Places Pillar Overview Energy & Emissions and Water Water Performance Results

**GRI 307 Environmental compliance****Location or comment**

307-1	Non-compliance with environmental laws and regulations	Nil.
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GRI 308: Supplier environmental assessment**Location or comment**

308-1	New suppliers that were screened using environmental criteria	All service providers are required to comply with Codes of Conduct that require suppliers to meet high standards in relation to issues such as anti-corruption, environmental protection and social impacts.
308-2	Negative environmental impacts in the supply chain and actions taken	<p>Landcom has supplier panels set up for our main activities, including:</p> <ul style="list-style-type: none"> • Builders (17 suppliers) • Civil works (10 suppliers) • Landscaping (13 suppliers) <p>These panels are identified as having the potential to generate negative environmental impacts via works that may be undertaken. As part of the panels' establishment environmental and sustainability criteria for evaluation. These panels are due to be renewed in May 2021 and we will continue to include environmental criteria in the evaluation.</p> <p>These suppliers are required to prepare an environmental management plan, and to undertake independent audits against their plans when they undertake work for Landcom. During the reporting period we did not agree on any improvements with these suppliers or terminate any relationships as a result of assessments.</p>

GRI 401: Employment**Location or comment**

401-1	New employee hires and employee turnover	GRI 102-8																																																			
		<table border="1"> <thead> <tr> <th>Age Group</th> <th>Gender</th> <th>Employees</th> <th>New Starter</th> <th>Turnover</th> </tr> </thead> <tbody> <tr> <td rowspan="2"><30</td> <td>Female</td> <td>9</td> <td>5</td> <td>2</td> </tr> <tr> <td>Male</td> <td>8</td> <td>2</td> <td>1</td> </tr> <tr> <td colspan="2">Total</td> <td>17</td> <td>7</td> <td>3</td> </tr> <tr> <td rowspan="2">30-50</td> <td>Female</td> <td>77</td> <td>17</td> <td>11</td> </tr> <tr> <td>Male</td> <td>59</td> <td>10</td> <td>11</td> </tr> <tr> <td colspan="2">Total</td> <td>136</td> <td>27</td> <td>22</td> </tr> <tr> <td rowspan="3">>50</td> <td>Female</td> <td>18</td> <td>4</td> <td>4</td> </tr> <tr> <td>Male</td> <td>22</td> <td>1</td> <td>1</td> </tr> <tr> <td>LGBTQ+</td> <td>1</td> <td>1</td> <td>0</td> </tr> <tr> <td colspan="2">Total</td> <td>41</td> <td>6</td> <td>5</td> </tr> </tbody> </table>	Age Group	Gender	Employees	New Starter	Turnover	<30	Female	9	5	2	Male	8	2	1	Total		17	7	3	30-50	Female	77	17	11	Male	59	10	11	Total		136	27	22	>50	Female	18	4	4	Male	22	1	1	LGBTQ+	1	1	0	Total		41	6	5
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GRI 401: Employment

Location or comment

401-2 Benefits provided to full-time employees that are not provided to temporary or part time employees

[Landcom Award 2019](#)

401-3 Parental Leave

Total number of employees entitled to parental leave in accordance with the Landcom Corporation Act 2001:

Gender	Entitled	Not Entitled
Female	83	21
Male	80	9
LGBTQI+	1	0

Total number of employees that took parental leave during the reporting period, including with CEO discretion to approve beyond the bounds of the Landcom Corporation Act 2001:

Gender	Taken Parental
Female	6
Male	4
LGBTQI+	0

Total number of employees returned to work from parental leave during the reporting period, or continue to be on parental leave at time of reporting:

Gender	Returned to work	Still on Parental Leave
Female	4	3
Male	3	0
LGBTQI+	0	0

A return to work rate of 75% for females, and 100% for males was reported during this period. The retention rate for women beyond 12 months was 50% based on two female employees.

Gender	Returned to work	Still on Parental Leave
Female	2	1
Male	0	0
LGBTQI+	0	0



GRI 403: Occupational health safety		Location or comment
403-1	Occupational health and safety management system	FY20 Annual Report, Health, Safety & Environment, Risk Management
403-2	Hazard identification, risk assessment, and incident investigation	Workplace Health & Wellbeing Landcom works with an integrated Health Safety and Environment Framework aligned to International.
403-3	Occupational health services	Standards ISO45001 and ISO14001. Our approach to Health, Safety & Environment is one of continuous improvement. Landcom complies with the SafeWork NSW Code of Practice How to Management Work Health and Safety Risks, including identification. Integrum is Landcom's Health, Safety & Environment incident notification system for all HSE issues, including all: Significant Near Misses, Medical Treatment Injuries, Lost Time Injuries (in line with contractual requirements) and Environmental Incidents. Once an incident has been entered into the system, Integrum has been configured to ensure all appropriate personnel are notified.
403-4	Worker participation, consultation, and communication on occupational health and safety	FY20 Annual Report, Health, Safety & Environment Landcom has agreed to consult with workers through a Work Health and Safety Consultative Committee.
403-5	Worker training on occupational health and safety	Landcom Code of Conduct Landcom Supplier Code of Conduct FY20 Annual Report, Health, Safety & Environment
403-6	Promotion of worker health	Accountable & Collaborative Places Overview Human Rights Performance Results Workplace Health & Wellbeing
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Landcom Code of Conduct Landcom Supplier Code of Conduct 403-8 Annual Report - Health Safety & Environment
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	
403-10	Work-related ill health	NA Work-related ill health is not material to Landcom operations.

**GRI 404: Training and education****Location or comment**

404-1	Average hours of training per year per employee	FY20 Annual Report, Measuring People Performance
404-2	Programs for upgrading employee skills and transition assistance programs	Workplace Health & Wellbeing FY20 Annual Report, Measuring People Performance
404-3	Percentage of employees receiving regular performance and career development reviews	100% of Landcom employees receive performance reviews and career development reviews annually.

GRI 405: Diversity and equal opportunity**Location or comment****Principle 6**

405-1	Diversity of governance bodies and employees	FY20 Annual Report – Workplace Diversity Performance As at the time of publication Landcom’s Board comprised three members, of which two are male over the age of 50, and one is female over the age of 50.
405-2	Ratio of basic salary and remuneration of women to men	See GRI 404-1 for gender, age and other indicator diversity breakdown.

	Gender	No of Employees
Award	Female	71
	Male	48
Senior Management Contract	Female	17
	Male	28

Award Staff: 5.7% pay gap on average in favour of men
Senior Management Contract: 2.2% pay gap on average in favour of men
Overall: 3.4% pay gap on average in favour of men

GRI 406: Non-discrimination**Location or comment**

406-1	Incidents of discrimination and corrective actions taken	Nil
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GRI 407: Freedom of association and collective bargaining**Location or comment**

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

Location or comment

Principle 5

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

Location or comment

Principle 4

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

Location or comment

Principle 1

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

Location or comment

Principle 1 & 2

412-1	Operations that have been subject to human rights reviews or impact assessments	Accountable & Collaborative Places Overview Human Rights Performance Results APPENDIX C: Modern Slavery Statement
412-2	Employee training on human rights policies and procedures	
412-3	Significant investment agreements and contracts that included human rights clauses or that underwent human rights screening	Landcom does not currently include human rights clauses in significant agreements or contracts. For information on how we are addressing modern slavery as part of our approach to human rights see: Accountable & Collaborative Places Overview Human Rights Performance Results APPENDIX C: Modern Slavery Statement

GRI 413: Local communities

Location or comment

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

**414-1: Supplier social assessment****Location or comment**

414-1 New suppliers that were screened using social criteria

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

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

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

GRI 415: Public policy**Location or comment**

Principle 10

415-1 Political contributions

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

GRI 416: Customer health and safety**Location or comment**

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

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

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

FY20 Annual Report, Health, Safety & Environment

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Lauren Brincat, *The Plant Library*, 2019.
Installation view, Rouse Hill, NSW.
Co-commissioned by C3West on behalf of the
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