

2023 Sustainability Report





Message from the CEO

It is my great pleasure to introduce Landcom's FY23 Sustainability Report. This year marks six years of us working towards the leadership goals and targets in our Sustainable Places Strategy.

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

The rising cost of living and rapid changes to our everyday lives have placed unprecedented pressure on households. At the same time there is rapid innovation and growing momentum to deliver a climate positive future. We are extremely proud of what we have achieved over the last five years, and now move into the second half of our 10-year Sustainable Places Strategy.

As we propel ourselves towards our 2028 commitment to enable carbon neutral, water positive, zero waste and net positive ecological communities, we acknowledge that there are still barriers that stand in our way. To fully achieve these goals there must be greater innovation to enable energy sharing in residential communities, greater collaboration between trunk infrastructure providers, and rising consumer demand for a more sustainable way to live.

Despite this, we remain committed to our goals. Landcom deliberately challenges itself and the development industry to accelerate emissions reduction and lower the cost of living for people in NSW.

We are excited to see our first all-electric communities emerging from planning and design, into construction and sales.

Alexander Wendler
Chief Executive Officer, Landcom



Where to next with the Sustainable Places Strategy

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

Our Sustainable Places Strategy was formally adopted in FY18, and we are now just beyond the halfway point in the delivery of this 10-year plan. As we look towards our 2028 leadership goals it is time to enhance our performance targets, and in turn get closer to meeting our goals.

Within this year’s report, we are sharing our performance against a range of our enhanced targets. From FY24 these will be fully integrated into our reporting. For a summary of the revised targets please see the Management Approach section under each pillar.

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



Climate Resilient Places



Healthy & Inclusive Places



Productive Places



Accountable & Collaborative Places



Highlights



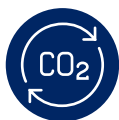
Climate Active Organisation Certification



North Wilton 6 Star Green Star Communities certification



GRESB Result 97/100 and 5 Green Stars



Published our Carbon Offsets Statement supporting nature-based carbon projects



Progressed our Reflect Reconciliation Action Plan



United Nations Global Compact participant



About this report

Our Sustainability Report is an account of our sustainability performance during the 2023 financial year (FY23), with independent assurance provided by Point Advisory. This report includes discussion of our material sustainability matters and details our performance against our Sustainable Places Strategy.

Where performance against a target has not been achieved (or is not in scope for the reporting period) an explanation is provided.

Our reporting boundaries are explained in the following section.

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

This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards: Comprehensive option.

Reporting Requirements

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

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

An integral part of the Strategy was declaring our intention to enhance our performance targets over time in order to attain our goals. Throughout this report we have begun to introduce some of our new performance measures, and from next year these will be fully integrated.

Material Matters

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

Materiality is an important process that informs how we do business. It provides insight into what our stakeholders value from our approach to sustainability.

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



Landcom's material matters were independently reviewed in early 2023, and all remain current.

Material matters	What this means for Landcom	Addressed within this Report
Climate Change & Resilience	Manage our physical and transition risks to climate change across our communities and for our organisation.	Climate Resilient Places Accountable & Collaborative Places Task Force on Climate-related Financial Disclosures
Low Carbon & Renewable Energy	Embrace energy-efficient, low carbon economy principles to future proof and build resilience.	Climate Resilient Places
Human Rights	Uphold universal principles of human rights for the collective benefit of our communities and organisation.	Healthy & Inclusive Places Accountable & Collaborative Places Modern Slavery Statement United Nations Global Compact - Communication on Progress Report
Community Wellbeing & Cohesion	Create cohesive and resilient communities that are safe and inclusive.	Climate Resilient Places Healthy & Inclusive Places
Diverse & Affordable Housing & Communities	Enable diverse and affordable housing outcomes that support the needs of our customers and reduce the cost of living for members of our communities.	Healthy & Inclusive Places Climate Resilient Places
Natural Capital Protection & Management	Conserve and enhance our green and blue spaces and tread lightly on the land.	Climate Resilient Places Accountable & Collaborative Places
Stakeholder & Community Engagement & Satisfaction	Collaborate, listen and involve stakeholders in creating a shared vision that is valued by those who interact in our communities.	Healthy & Inclusive Places
Accessibility, Transport & Movement	Connect people with the places they want to go in the most sustainable way.	Accountable & Collaborative Places
Respecting Indigenous Culture & Heritage	Respect and acknowledge First Nations and embrace reconciliation.	Accountable & Collaborative Places
Supply Chain Engagement	Engage, partner and innovate with our supply chain for shared value outcomes.	Accountable & Collaborative Places Modern Slavery Statement
Local economic prosperity	Support local communities to prosper through local jobs, training, education and employment.	Productive Places



Reporting Boundaries

Our Sustainable Places Strategy applies to all new master plan activity and projects during FY23 reporting period. As a master developer we use a variety of structures to deliver projects. The key types of project structures that we use are:

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

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

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



The below table summarises which projects are in scope to be reported on for FY23 and are mapped against each pillar (relevant to projects) of our Sustainable Places Strategy. All projects are within the State of NSW, Australia.

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

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

Table key

- Y** Refers to projects that are in scope to be reported against for one or more of the targets under the a Sustainable Places Strategy Pillar.
- N** Refers to where projects are out of scope for all of the targets under a Sustainable Places Strategy Pillar.
- L** Refers to 'legacy projects'. Legacy projects are those in our portfolio that were substantially delivered prior to the Sustainable Places Strategy being adopted, and are out of scope for reporting, but have been included as part of baseline figures in some focus areas.
- N/A Our Accountable & Collaborative Places Pillar relates to Corporate activities and are not applicable at the project level.



Climate Resilient Places






Healthy & Inclusive Places






Productive Places



Accountable & Collaborative Places

Division	Asset				Project overview
Corporate	Operations	N	N	Y	Landcom maintains its head office tenancy at Parramatta.
Construction unit	Dwellings and public buildings	Y	N	N	Construction of social housing on behalf of Land and Housing Corporation at various sites, and the delivery of landscaping and community infrastructure at Edmondson Park and Thornton.
Greater Sydney	Edmondson Park (Stages 3, 5 and 9)	Y	Y	Y	Owner/Master Developer. Approximately 4,000 new homes in a mixed use community with 150ha regional park.
	Macarthur Heights	L	Y	L	RPDA with Western Sydney University. Approximately 950 residential lots. Includes 42ha of parklands plus sporting fields.
	Macarthur Gardens North	Y	Y	Y	Owner/Master Developer. Approximately 1,250 dwellings across 4.5ha, with an additional area greater than 10ha set aside for open space and community facilities.
	Airds (Newbrook)	L	Y	N	RPDA with NSW Land and Housing Corporation. 1,500 lot public housing estate redevelopment into a masterplanned community of approximately 1,800 homes.
	Claymore (Hillcroft)	L	Y	N	RPDA with NSW Land and Housing Corporation to revitalise approximately 1,150 homes at Claymore public housing estate.
	Sydney Metro North West Places	Y	Y	Y	RPDA with Sydney Metro covering Tallawong, Kellyville, Bella Vista, Norwest, Hills Showground, Castle Hill, Cherrybrook and Epping stations. Sydney Metro delivers the infrastructure and new stations, and Landcom delivers the communities surrounding each station.



Division	Asset				Project overview
Greater Sydney	Schofields	Y	Y	Y	The 4ha site will yield approximately 100 dwellings and is a demonstration project showcasing new dwelling typologies, increased green canopy compared to more traditional developments and demonstrates a new form road reserve which has enhanced verges and landscaping.
	North Wilton	Y	Y	Y	Approximately 5,600 future homes and a mixed use community. 360ha of environmental conservation area and supporting social and transport infrastructure.
	Queenscliff	Y	Y	N	Landcom and Link Wentworth partnership to transform the former Queenscliff (Northern Beaches) Community Health Centre into a new affordable and diverse housing development.
	Austral	Y	Y	Y	Landcom and the Office of Strategic Lands are working together to deliver a 38-hectare site on Gurner Avenue in Austral.
	Wentworth Point	L	Y	L	Landcom and Transport for New South Wales partnership to deliver 520 new homes at Wentworth Point.
Regional	Hillsborough	L	L	L	Landcom and Crown Lands partnership to develop approximately 11 hectares to deliver approximately 100 dwellings.
	Fennell Bay (Lake Macquarie)	Y	Y	Y	Approximately 600 future residential lots with a biodiversity conservation zone of approximately 192ha.
	Bulli	Y	Y	Y	New project announced in FY22. Landcom has purchased the disused Bulli Hospital site from NSW Health. Subject to approvals, the site will deliver approximately 50 diverse, affordable, and sustainable housing including terraces, townhouses and a mix of single house lot sizes.
	North Tuncurry	Y	N	N	The project is a RPDA with NSW Crown Lands and will take a staged approach, delivering approximately 2,100 dwellings over the next three decades to meet local housing needs.

Landcom's complete portfolio of projects since our inception can be found on our website.



Climate Resilient Places

Objective

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

Goal

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

Relevant Sustainable Development Goals





Climate Resilient Places Pillar Overview

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

This leadership goal aligns to and supports the Paris Agreement, the United Nations Sustainable Development Goals, and the Task Force on Climate-related Financial Disclosures.

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

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

Landcom addresses environmental sustainability through the following focus areas:

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

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



Management Approach

Energy, Emissions and Water

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

Our approach to Energy & Emissions includes influencing the reduction of greenhouse gas (GHG) emissions (stationary and transport) at a precinct scale across our communities and influencing the onsite production of renewable energy.

From FY24 transport will be removed from our approach to modelling and reporting emissions at our communities. This is in response to our limited influence over transport emissions. We will continue to design communities to support active transport over car-dependent lifestyles, encourage the uptake of electric vehicles and work with our stakeholders to provide access to high-capacity transit options.

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 MUSIC¹ is used to measure pollutant loads across our projects.

To see our FY23 performance see [Energy & Emissions Performance Results \(p.20\)](#), or for Water see [Water Performance Results \(p.29\)](#).

Environmental Management

We adopt independent third-party rating tools and certifications, or exceeding regulatory requirements. We believe it is important to have independent verification of our sustainability performance and this is reflected in our targets for Environmental Management. Our preferred rating tools are outlined below.

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

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

Through our targets review Landcom has maintained its commitment to adopting Green Star and NABERS targets for independent certification of communities and large buildings.

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

For our FY23 activities related to Environmental Management, see [Environmental Management Performance Results \(p.23\)](#).

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

2 [About BASIX](#).

3 [BASIX Review](#).



Climate & Resilience

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

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

More broadly, our Climate Risk Management Plan governs transition risk management for Landcom. This includes a Task Force on Climate-related Financial Disclosures Business Case with ongoing action for delivery, as well as the inclusion of climate risk within the organisation Risk Appetite Statement.

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

To read more on our management of climate risks see [Appendix B: Task Force on Climate-related Financial Disclosures \(p.64\)](#).

Biodiversity

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

This is particularly important with upcoming global frameworks such as the Task Force on Nature-related Financial Disclosures and the Science Based Targets for Nature, as well as the need to pursue more nature-based solutions to support biodiversity enhancement and climate resilience.

We abide by legislative requirements including the *Commonwealth Environmental Protection and Biodiversity Conservation Act 1999* (EPBC) and *NSW Biodiversity Conservation Act (2016)* when addressing areas of biodiversity.

When we purchase biodiversity offsets for our development approvals, we use the NSW State Government BioBanking Scheme which commits landowners to enhancing and protecting the biodiversity values of their land.

We use our Biodiversity Calculator to measure the quality and quantity of ecological communities beyond any legislative requirements, pre- and post-development, and continuously look for ways to reduce the impact of our activities on biodiversity, while also acknowledging that land development and retention of biodiversity are sometimes at odds.

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

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

The scale provided by the Biodiversity Calculator is as follows:

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

For our FY22 performance against our Climate & Resilience targets, see [Climate & Resilience Performance Results \(p.16\)](#).

Waste & Materials

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

To do this we advocate for responsible use of resources, and diversion from landfill. In calculating our waste diversion from landfill target we exclude hazardous waste and contamination volumes from the figures to align more closely with the standards set out in the Green Star rating tools.

While we are focused on reducing waste within our own offices (refer [Case Study: Office Waste](#)) 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, we continue to engage with our site superintendents and principal contractors to reduce, reuse or divert waste from landfill.

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

For our FY23 performance results against our Waste & Materials targets, see [Waste & Materials Performance Results \(p.26\)](#).

Future Priorities

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

- understanding Landcom's role in regenerating or restoring biodiversity and local watersheds within our communities
- determining the value of adopting a Landcom materials Red List¹
- establishing how life cycle assessments may improve our supply chain and reduce embodied carbon and waste at our projects.

In FY23 we continued our investigations into how Landcom can better deliver against our leadership goal within the areas we operate using the above opportunities, including piloting a number of actions both internally and at our communities. As we now understand the actions needed to deliver on our leadership goal, from FY24, we will have new targets in our Sustainable Places Strategy to reflect these changes and progress. These new targets are summarised on the following page.



¹ [About the LBC Red List](#).

**Sustainable Places Strategy - Updated targets from FY24**

Current	New
Climate & resilience	
All new projects undertake a Climate Resilience Assessment	Retire
All new projects prepare and implement an effective climate adaptation and community resilience plan	All projects implement actions to address identified physical and transition climate risks
All new projects enhance the local habitat, biodiversity or ecological communities, compared to the site conditions pre-acquisition or pre-master plan	Net positive biodiversity portfolio performance
Total project site area in plan view comprised of building or landscape elements that reduce the impact of urban heat island effect	All projects achieve a net urban heat reduction
	All new built form adopts industry best practice Solar Reflective Index (SRI) minimums
Energy & emissions	
All new projects modelled to reduce greenhouse gas (GHG) emissions at a precinct scale (transport and stationary) by 50% against 2016 reference case	70% GHG emissions weighted portfolio reduction
	10% upfront and embodied carbon weighted portfolio reduction
5% of predicted precinct energy demand supplied from onsite renewable energy, where site constraints permit	20% forecast precinct energy demand is supplied by renewable energy, or a smart energy solution
Environmental management	
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'	All projects achieve a certified Green Star rating
NABERS: Office, hotel and retail - Commitment Agreement or designed to 5 Star Energy and Water	5 Star NABERS ratings for all office, hotel and retail
BASIX energy rating: Detached and semi-60, Low rise 55, Mid-rise 45, High rise 40	All Landcom controlled dwellings achieve 'Low' BASIX materials rating
All residential dwellings to achieve BASIX 60 water rating.	All Landcom controlled dwellings achieve BASIX 60 water



Current	New
Waste & materials	
All new projects divert minimum 95% construction waste from landfill (excl. contamination or hazardous materials)	98% portfolio construction waste is diverted from landfill
	80% portfolio demolition waste is diverted from landfill
100% timber sourced for construction (by cost) is Forest Stewardship Council Certified or agreed equivalent (i.e. Australian Forestry Standards)	100% of construction timber is industry certified
Water	
Water Sensitive Urban Design (WSUD) pollutant discharge loads not to exceed N45, P65, SS85, GPT90.	Retire
All new projects modelled to reduce mains potable water demand by 50% at the precinct scale, against 2016 reference case	All new projects demonstrate water positive outcomes through an Integrated Water Management Strategy (IWM) or a Water Balance study



Climate & Resilience Performance Results

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

FY23 Performance

The below table outlines our FY23 performance against our Climate & Resilience Targets.

Focus Area	Objective	Target	FY22 performance	FY23 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	18 out of 18 cumulative in-scope projects complete	20 out of 20 cumulative in-scope projects complete
		All new projects prepare and implement an effective Climate Adaptation and Community Resilience Plan	17 out of 18 cumulative in scope projects complete	18 out of 20 cumulative in scope projects complete
		All new projects enhance the local habitat, biodiversity or ecological communities, compared with the site conditions pre-acquisition or pre-masterplan (Landcom Biodiversity Calculator)	50% make a positive contribution	100% 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	100% of projects in scope

Climate Change Risk and Community Resilience

All our new in scope projects since the launch of the Sustainable Places Strategy, and all relevant legacy projects, now have climate resilience assessments in alignment with the IPCC AR5 Representative Concentration Pathways 4.5 and 8.5 climate projections, and 18 out of 20 communities have prepared adaptation plans to reduce the physical and social risks of climate change to the project and community. The remaining two communities have plans underway and are anticipated to be finalised in FY24.

‘Extreme risk’ from extreme heat is common to almost all Landcom sites and based on global projections, likely to increase in risk over the short, medium and long-term. This finding confirms the importance of Landcom’s priority to reduce or mitigate the effects of urban heat island and build community resilience to heat at all new projects.

Bushfire is also a consistent ‘high risk’ across Landcom’s project portfolio, while sites across our portfolio are starting to also see increased ‘high risk’ due to extreme rainfall and flooding. We anticipate these physical risks and their influence on social outcomes will continue to increase in intensity and frequency into the future.

More broadly, Landcom strives to be an industry leader in responding to and disclosing climate risks in accordance with 11 TCFD Recommended Disclosures. Further detail on these efforts can be seen in [Appendix B: Task Force on Climate-related Financial Disclosures \(p.64\)](#).

In FY23 we matured our approach to transition risks. This isn’t captured in our project based targets, however is part of our organisational response to managing climate risk. During FY23 we progressed the four priority actions identified in our recent climate transition risks modelling. You can read about this in our [Case Study: Transition Risk Priority Actions](#).

Q CASE STUDY

Transition Risk Priority Actions

In 2021 we sought to better understand our climate related transition risks. We modelled our risks across the TCFD recommended risk categories, analysed our exposure to risks, and identified opportunities to be harnessed.

Based on the findings from our transition risk analysis 12 key risks were identified and four opportunities were prioritised for short term action. These four opportunities were prioritised as they each address multiple key transitions risks.



Improving climate resilience due diligence process

Landcom has a robust physical climate risk assessment process, and we aim to continue enhancing this. We have started development of a new climate risk portfolio digital tool. This will house our project climate risk assessments and allow us to see them all in one place. Advantages include easier identification of trends that may culminate into transition risks for the business. Plus, we will have better visibility of the portfolio as a whole and therefore the ability to suggest portfolio wide adaptation or mitigation solutions.



Maturing our approach to carbon offsets

This year, in response to our transition risk actions, we published our [Carbon Offsets Statement](#). This shares our approach to procuring NSW nature-based carbon offsets. While we were already doing this, the increased scrutiny of offsets drove our interest in making our approach clear to any interested stakeholders.



Organisational capability building in sustainability

We're working hard to ensure that all our staff have a good baseline knowledge of sustainability. The more champions we have pushing towards a low carbon future, the more resilient our organisation and communities will be. Some ways we do this are internal news and education articles and internal training. We also encourage industry engagement and are regular contributors to the GBCA TRANSFORM Conference and Green Building Day.



Incentivise and mature action in our supply chain

We have a mature process for addressing our organisational emissions, which is evidenced in our Climate Active Carbon Neutral Organisation certification. However, our greatest material impact is Scope 3 emissions at our development projects. While this is addressed in our goal to enable carbon neutral communities by 2028, there is still a lot of work to be done, much of which we have limited control or influence over as the emissions sources are deep within our supply chain.

We're doubling our efforts to drive demand for greener materials and low carbon alternatives at Landcom projects. We're also adopting new targets that address upfront carbon and materials, focused on concrete, asphalt and steel, to help provide greater transparency of the relationship between emissions and materials.



Urban Heat Island Reduction

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

In FY23 Hillsborough, Wentworth Point, Bulli, North Tuncurry and the SMNW Places precincts of Hills Showground and Cherrybrook are in scope for our UHI Reduction target. A majority of these sites focus on retention of mature canopy trees and large stands of vegetation, while some of the smaller sites have included designs for green roofs and podiums and increased plantings along the street verge.

Biodiversity

Projects in scope for FY23 included Hillsborough, Wentworth Point, Cherrybrook and North Tuncurry, all of which are currently making a net positive biodiversity contribution.

Overall, a total of 476.19 hectares will be protected and restored by National Parks, local councils or other entities aligned with legislative guidelines. This supports improved outcomes considering that two of our projects have Commonwealth-listed protected species or habitat, while the other two projects have NSW-listed protected species or habitat and this protection will afford the opportunity for these species to thrive.

North Tuncurry, in particular, is forecast to contribute a very good (87.15%) net positive change in biodiversity value, due to the project retaining and enhancing 318.24 hectares of non-certified native habitat, including the 4 hectare Tuncurry Midge Orchid (TMO) conservation park alongside 379.62 hectares of native habitat offsets managed in perpetuity under an offsite Biodiversity Stewardship Agreement.

All four of the projects however will result in the removal of native vegetation, two of which will result in the removal of species habitat. While one of the projects will have potentially irreversible impacts to threatened species, with increased restoration, native landscaping and plantings we can return a positive outcome and reduce our overall impact.

Indirect risks such as transport of weeds and/or pathogens and inadvertent impacts on adjacent habitat or vegetation are possible during development of our communities, however we continue to effectively manage this risk through the preparation of robust Environmental Management Plans.

As part of our Future Priorities, Landcom is investigating methods of restoration or regeneration onsite to further reduce the potential impacts on species, vegetation and habitat and contribute towards our goal of all projects enabling a net positive ecological outcome.

IUCN Red List and national conservation list species within habitat affected by our operations are listed in the following table.

Listing with Habitat in Development Site	Number of species
Critically Endangered IUCN Red List Species	5
Endangered IUCN Red List Species	1
Vulnerable IUCN Red List Species	16
Near Threatened IUCN Red List Species	10
Least Concern IUCN Red List Species	58
Critically Endangered 'EPBC Act' Listed Species	6
Endangered 'EPBC Act' Listed Species	4
Vulnerable 'EPBC Act' Listed Species	15
Marine 'EPBC Act' Listed Species	11

The average change from pre-development to post-development across all four projects for FY23 is forecast to be a good (36%) positive change in biodiversity value, with 70% of the site area across all projects contributing to biodiversity.

Wentworth Point is forecast to contribute a moderate (22.64%) positive change in biodiversity value, with 55% of the site identified to contribute to the biodiversity outcome. All of the significant habitat (in good condition) has been retained on site while 0.36 hectares of significant habitat (in poor condition) will be restored, enhancing the habitat for local species and improving its overall biodiversity value.

Hillsborough is also forecast to contribute a moderate (9.48%) positive change in biodiversity value, driven by the retention and restoration of 25.67 hectares of significant habitat (66% of the site area) that will be managed in perpetuity under a Biodiversity Stewardship Agreement.

All of the four projects have protected, or restored areas present within their development boundary, including three with a Vegetation Management Plan. Although Cherrybrook is yet to finalise a management plan for biodiversity, it is still forecast to contribute a moderate (9.48%) net positive change in biodiversity value and we can expect the biodiversity value to improve even more when a management plan is in place.

The Cherrybrook site is co-located with a metro station delivered by Transport for NSW. Transport for NSW is also the landowner of these projects, and Landcom has been appointed as the master developer for the surrounding communities.

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 Transport for NSW. 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.

CASE STUDY

Revegetating Degraded Bushland (Edmondson Park)

For Landcom, a successful community connects people and place. One of the ways we connected people with their community in FY23 was a planting day in Edmondson Park.

Around 30 community members and kids, including members from the 1st Ingleburn Scouts participated, and there was a free barbecue in return for everyone's hard work.

The event launched the revegetation of 2.9 hectares, as part of a larger 28.9 hectare lot of bushland to be handed over to the National Parks and Wildlife Service (NPWS) as a managed conservation area.

The community planted a variety of native species including *Cymbopogon refractus* (Barbed-wire Grass), *Dianella longifolia* (Blueberry Lily) and *Themeda triandra* (Kangaroo Grass) to support increased biodiversity across the site.

Consultants from Eco Logical and a representative from NPWS were also on hand to explain the importance of native vegetation and correct planting techniques. Diligent planting saw all the tube stock firmly in place in less than a day.

The planting area is located on the site of a former waste treatment plant, which Landcom has been remediating since 2019. Our partners at Eco Logical will continue revegetating the remaining land, sowing the equivalent of 90,390 seeds across 22 native species.

Landcom staff were on site the prior day, planting native grasses. Valuing natural capital and biodiversity is an important and emerging theme globally. The emergence of global frameworks such of the Taskforce on Nature-related Financial Disclosures (TNFD) is seen as an opportunity to develop an early understanding of the implications (risks and opportunities) of a more integrated approach to factoring nature into all aspects of decision making.

We look forward to more events like this where staff and communities can be involved in enabling net positive ecological outcomes across Landcom's projects.





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.

FY23 Performance

The below table outlines our FY23 performance against our Energy & Emissions Targets.

Focus Area	Objective	Target	FY22 performance	FY23 performance
Energy & Emissions	To conserve energy and drive energy efficient, low carbon, low emissions precincts for the future	All new projects modelled to reduce Greenhouse Gas (GHG) emissions at a precinct scale (transport and stationary) by 50% against 2016 reference case (CCAP PRECINX)	Delivered: 28% portfolio weighted reduction Committed: 20% portfolio weighted reduction Forecast: 39% portfolio weighted reduction	Delivered: No delivered projects Committed: 42% portfolio weighted reduction Forecast: 39% portfolio weighted reduction
		5% of predicted precinct energy demand supplied from onsite renewable energy, where site constraints permit	Delivered: 100% Committed: 100%	Delivered: 100% Committed: 100%

Greenhouse Gas Emissions Reduction

Our emissions reduction target seeks to minimise stationary and transport emissions through the adoption of energy efficient design, renewable energy infrastructure, transport mode split and parking strategies, and uses incentives to encourage efficient building systems and appliances.

The emissions reported are the predicted operational emissions of a masterplan at completion and are calculated using the sustainability modelling tool PRECINX and a NSW metro average baseline of 2016. The global warming potential account factors align with the *National Greenhouse and Energy Reporting (NGER) Act*.

In FY23 our projects with development applications approved, contracts exchanged or design decisions made, final approvals or construction underway enabling a ‘committed’ result to be reported include SMNW Places precinct at Norwest, Macarthur Gardens North, North Wilton, Schofields and Queenscliff.

Collectively their average emissions reduction is 42% against the 2016 metro average. Of note, Norwest achieves a 50% committed reduction, Queenscliff achieves a 58% committed reduction and North Wilton achieves an 85% committed reduction.

Landcom will continue to identify opportunities at our sites to further improve energy performance and reduce GHG emissions. When future development planning approvals are provided by relevant consent authorities for these precincts, and Landcom settles on the projects, we will report any shift between the commitments made by the proponents, and the actuals achieved (reported as ‘delivered’). There were no projects in scope this year to be articulated as ‘delivered’.



New projects, or individual precincts within ongoing projects currently in the planning and design stages, are also in scope for FY23 reporting. Forecast results include the SMNW Places precincts of Kellyville, Bella Vista and Cherrybrook, plus Edmondson Park, Austral, Wentworth Point, Bulli and Hillsborough which achieved a weighted average GHG emissions reduction of 39% (see Figure 1).

Higher-density projects continue to present the greatest challenge in attaining material emissions reductions, due to the reduced site area and roof space available to incorporate renewable energy technologies in a cost-effective way. Conversely, our newer lower-density projects, such as at Bulli, are forecast to exceed our emissions targets with an 84% reduction due to the increased uptake and size of solar PV systems.

In FY23 transport has risen to be our most material forecasted emissions source, followed by residential emissions and then non-residential land uses. Non-residential emissions continued to remain high in FY23 as a material emission source due to the inclusion of the Bella Vista precinct and Wentworth Point which both have a considerable portion of non-residential land uses (see Figure 2). The increase in the proportion of transport emissions reflects uptake of energy efficient appliances and increased penetration of renewables which helps reduce our residential emissions.

While our emissions target is designed to address new projects, in FY23 we continued to seek opportunities to make a meaningful impact on projects that have already moved through the planning and design phase.

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 FY23 Landcom had five projects in scope for reporting. The SMNW Places precincts of Norwest, Hills Showground and Cherrybrook, as well as Macarthur Gardens North have all committed to this target through the inclusion of contract sales conditions. Panorama at North Wilton, while not yet delivered, has committed to this target through the use of a Sustainability Rebate to encourage the purchase of a minimum 6.6kW solar system per dwelling, which has been modelled to generate approximately 107% of the total electricity demand for the community. As lots settle and are built upon, we will update and report these results as delivered.

GHG Emissions Reductions against 2016 Sydney Metro Average

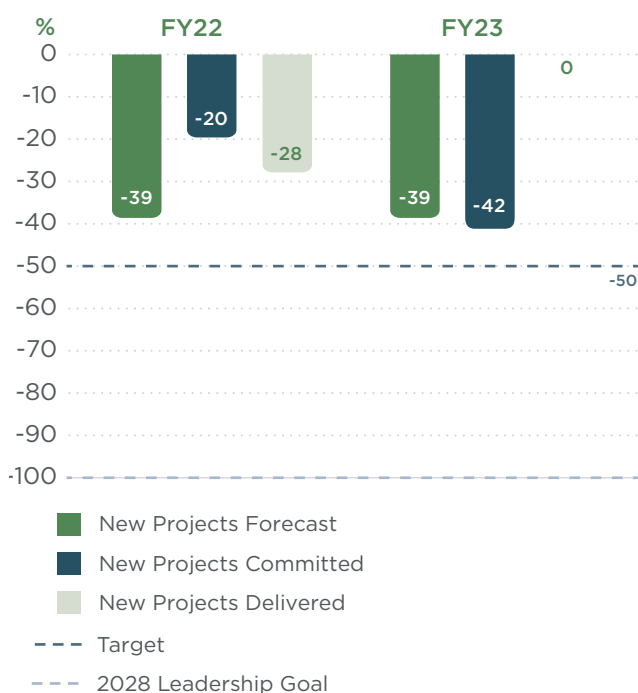


Figure 1. Predicted GHG emissions reductions from in scope projects, against FY16 baseline, modelled using PRECINX.

Our Emission Sources Comparison



Figure 2. Emissions sources breakdown across current projects.

CASE STUDY

Carbon in Construction – Panorama at North Wilton

Civil infrastructure works are underway at Stage 1 of Panorama. These works will utilise low-carbon asphalt, solar site sheds and recycle materials on site to reduce construction waste and reduce upfront carbon emissions.

Landcom aims to support the transformation of the building and construction sectors to lower the environmental footprint and contribute towards the NSW Government's objective to achieve net zero emissions by 2050.

In FY23 we piloted stronger sustainability inclusions in our procurement of civil works services such as requiring the use of recycled asphalt, sustainably sourced steel and low carbon concrete. We are working closely with our site contractors to deliver on these commitments and are excited to share some early results.

With major earthworks underway biodiesel fuels are reducing onsite emissions, and solar site sheds for staff support a more sustainable construction site. Local suppliers are given priority, and pre-cast products such as concrete pits and box culverts have been used to reduce material waste and realise efficiencies in transport costs emissions.

The site has large volumes of shale in areas that are subject to cut. As part of the civil construction, this high strength material is being reused on site for pavements and road base. The use of low-emissions asphalt and concrete are also being explored to further reduce emissions whilst achieving cost efficiencies.

Landcom is committed to working with our supply chain and will continue to evolve our approach to sustainable civil works contracting as part of our pathway towards enabling carbon neutral and zero waste outcomes in our communities.





Environmental Management Performance

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

FY23 Performance

The below table outlines our FY23 performance against our Environmental Management Targets.

Focus Area	Objective	Target	FY22 performance	FY23 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)	64% achieved	100% achieved
		NABERS: Office, Hotel & Retail - Commitment Agreement or designed to 5 Star Energy and Water	100% achieved	100% achieved
		BASIX Energy		
		Detached & Semi - 60	0% achieved	100% achieved
		Low-Rise - 55	0% achieved	100% achieved
		Mid-Rise - 45	N/A	N/A
		High-Rise - 40	100% achieved	100% achieved
		BASIX Water		
		All dwellings - 60	82% achieved	29% achieved



Green Star

In FY23, Panorama at North Wilton achieved a 6 Star Communities rating, representing world leadership. The SMNW Places Precincts at Kellyville and Bella Vista are on track to receive a 5 Star Communities rating expected early FY24.

Our SMNW Places precincts at Hills Showground deliver Green Star ratings through condition of sales. The Doran Drive precinct achieved a 5 Star Design & As Built rating, and Precinct East has included a Green Star rating as a requirement in the conditions of sale.

Bulli has been deemed out of scope for a Green Star rating as it is a small site aimed at demonstrating a diversity of housing product on land that was previously an old hospital. Bulli will be an all-electric project and embed sustainability through other mechanisms, such as design guidelines and electric vehicle charging. It is also participating in our research to quantify embodied carbon in existing buildings and comparing the efficiencies of deconstruction and reuse for both carbon and cost. Read more about this in our [Case Study: Exploring the benefits and costs of deconstruction](#).

NABERS Certification

Landcom had two projects in scope within the reporting period. This included the SMNW Places Precincts of Cherrybrook and Hills Showground. Both precincts have included 5 Star minimum ratings as conditional requirements for contracts of sale.

BASIX Certification

With the release of new BASIX compliance requirements under the new State & Environmental Planning Policy for Sustainable Buildings, effective from 1 October 2023, Landcom will be refocusing our efforts around BASIX to emphasise improved materials selection. We are therefore retiring our current BASIX targets. Our disclosures for FY23 focus on the simple ways in which Landcom has continued to lead high performance BASIX outcomes, despite this being largely outside of our operational control.

Hillcroft at Claymore, which is being delivered in partnership with Land and Housing Corporation (LAHC), continued to achieve BASIX Energy ratings of 90 for dwellings delivered in the reporting period. This high performance continues to be driven by the installation of solar photovoltaic (PV) systems on homes. The installation of solar PV is something that Landcom and LAHC have been working collaboratively towards over the past few years with new builds including this and where possible, retroactively adding to dwellings already under construction. These homes will provide much needed accommodation to those in need of social housing. High performing, energy efficient and thermally comfortable dwellings result in much lower running costs for residents, which is especially important for vulnerable communities susceptible to the pressures of affordability.

At Macarthur Heights, Landcom continues to honour \$15,000 sustainability rebates for the achievement of BASIX 90 home energy ratings. This is part of our effort to make homes more resilient and lower the cost of living for residents via incentives, as we do not have operational control over the dwellings delivered. This year 53 rebate claims were approved with a total investment from Landcom of \$361,364.

In FY23, 29% of our dwellings achieved our BASIX Water target, covering Bulli and the SMNW Places precinct of Cherrybrook. All of our dwellings however exceeded NSW minimum BASIX Water requirements. The year-on-year change between FY22 and FY23 is caused by the divestment strategy of in scope projects. The exceptionally high performance in FY22 was driven by superlot divestment with contractual obligations to deliver on prescribed BASIX Water targets, further aided by the presence of recycled water. In FY23 the performance is based on individual lot sales and no access to recycled water, which significantly diminishes performance.

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

Moving forward we are turning our attention to embodied and upfront carbon in materials. Supply chains in construction are deep, sometimes with limited visibility, however we intend to use our influence to drive greater awareness and use of low emissions materials.

CASE STUDY

Working with BASIX

Understanding that new BASIX Energy targets and a Materials Index would be introduced on the 1 October 2023, Landcom engaged with the Department of Planning and Environment's BASIX team throughout FY23 to better understand the proposed changes and how we might respond.

This included:

- how we might best model scenarios to achieve BASIX 100 and compare to actual certificates expected at Panorama at North Wilton and other communities
- gaining access to pilot the new BASIX tool to better understand the new standards for both energy and materials
- testing and piloting examples to determine whether Landcom projects can meet minimum standards, Landcom targets and our leadership goals
- understanding where the 'needle-movers' are with respect to materials (e.g. plasterboard, concrete, timber) so we can update our targets and returnable schedules accordingly to influence design and support improved performance.

Landcom has previously 'forecast' BASIX scores through our PRECINX modelling software based on key inputs such as inclusion of solar PV, energy efficiency of appliances and approximate housing typology sizing. We understand however that inputs into the BASIX platform include increased detail around materials, fixtures, product choices, layouts and orientation at the individual dwelling level, much of which are outside Landcom's sphere of control, and are unique to each unit or house.

It is for this reason why we will no longer focus on modelling BASIX performance, but rather focus on influencing the built form with contract requirements to reduce embodied carbon, product specifications to improve performance and collaboration with industry to further drive uptake.





Waste & Materials Performance Results

Landcom’s Sustainable Places Strategy addresses *Waste and Materials*. This focus area forms part of our Climate Resilient Places pillar, and is a representation of our commitment to delivering communities that reduce waste, and source materials responsibly. These focus areas contribute to our leadership goal to enable zero waste communities by 2028.

FY23 Performance Results

The below table outlines our FY23 performance against our Waste & Materials Targets.

Focus Area	Objective	Target	FY22 performance	FY23 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 eligible projects across Landcom delivered works	66% Achieved at projects sold to the private sector
		100% timber sourced for construction (by cost) is Forest Stewardship Council Certified or agreed equivalent (i.e. Australian Forestry Standards)	No eligible projects across Landcom delivered works	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 FY23 there were three new projects in scope for reporting against our waste diversion target. Hills Showground and Panorama at North Wilton both had contract conditions to deliver on this target, while Norwest had a contract condition to deliver an 80% diversion, however this included demolition waste. Through negotiation, Landcom accepted this as it aligns with best practice under the Green Star tools. We did not have any legacy project contracts that generated material volumes of waste, nor have any new contracts that have started in the reporting period been completed.

We continue to require our contractors to provide their waste report upon completion of works and will report the waste diverted from landfill during the reporting cycle in which the contracted works conclude.

Consistent and accurate waste reporting remains a challenge across the development industry. Throughout the reporting period we tested an online data collection process for waste to mitigate the need for manual 'paper-based' workflows. We have slowly rolled this out with projects through contract conditions in FY23 and will continue to do so in FY24.

Materials

In FY23 there were three new projects in scope for reporting against our target for 100% Chain-of-Custody Certified timber. These included the SMNW Places Precincts Norwest and Hills Showground, which have used conditions of sale to deliver on this target, while Panorama at North Wilton embedded targets into the civil works contract.

For Panorama at North Wilton, Landcom accepted a minimum contractual target of 95% Chain-of-Custody certified timber, which is deemed equivalent, as it aligns with the Green Star rating credits. As such we are reporting attainment of this target for Panorama and will continue to work towards our target of 100% and report against this again when the civil works are complete.



Q CASE STUDY

Landcom Office Waste Diversion - Initiatives & Progress

In NSW, 35% of annual waste goes to landfills, costing businesses and households over \$750 million in waste levies and contributing to 3% of total NSW emissions^{1,2}. The release of methane from waste worsens the warming climate. However, through recycling and waste reduction we can reduce or mitigate these environmental and financial burdens.

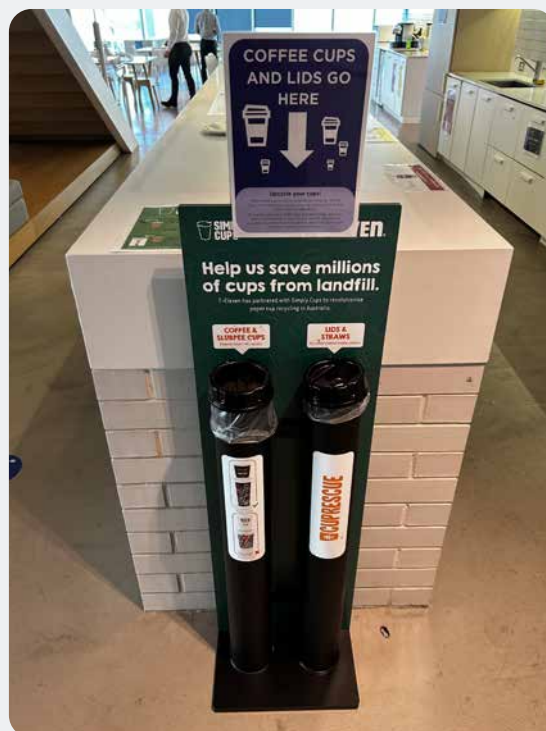
Landcom is dedicated to reducing waste in our communities, and our offices. We recognise our critical role in contributing to the decarbonisation efforts needed to combat climate change.

In FY23, Landcom partnered with Green Furniture Hub (GFH) to remove 4.64 tonnes of surplus office furniture, metal recycling and particleboard core timber recycling achieving a resource recovery rate of 64%.

GFH's comprehensive approach includes donation, rehoming, recycling, and resale. This enabled Landcom to manage leftover furniture sustainably. By embracing a circular economy approach we minimise environmental impact and pave the way for a more sustainable future.

We also focused on improving recycling rates in the office through education and improved signage. Key actions included raising awareness about "wish-cycling" (putting uncertain items in the recycling bin), emphasising the need to clean recyclables, using designated coffee cup poles for recycling, following bin signage and encouraging the use of personal cups, containers, and bags. These educational efforts resulted in an improvement of approximately 10% in the recycling rate over a three month period.

Lastly, Landcom also partnered with Keep Australia Beautiful in FY23 to deliver waste education programs in schools in our communities. While a total of fifty-one students participated in the EnviroMentors educational workshops around waste education, twenty-six of those students also participated in a waste audit which showed that food scraps and soft plastics were the most common materials found in the bins. Keep Australia Beautiful then provided a landfill diversion guide to students and teachers with suggestions on how to divert waste from landfill.



1 [Circular Australia.](#)

2 [NSW Greenhouse Gas Emissions.](#)



Water Performance

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

FY23 Performance Results

The below table outlines our FY23 performance against our Water Targets.

Focus Area	Objective	Target	FY22 performance	FY23 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)	Delivered: 39% portfolio weighted reduction	Delivered: No delivered projects
			Committed: 35% portfolio weighted reduction	Committed: 44% portfolio weighted reduction
		Forecast: 50% portfolio weighted reduction	Forecast: 54% portfolio weighted 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 FY23, Bulli, Wentworth Point and SMNW Places precinct of Cherrybrook were in scope for reporting against our WSUD target. Hillsborough (legacy project) has also been included in these results. These projects, as well as our existing projects, continue to either achieve or exceed Landcom’s WSUD targets.

As most consent authorities have now adopted similar or enhanced WSUD requirements, this is the last year Landcom will report against WSUD. We will shift our focus to integrated water management as part of our efforts to enable water positive communities by 2028.

Potable Water Reduction

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

In FY23, Panorama at North Wilton, SMNW Precinct Norwest, Macarthur Gardens North, Queenscliff and Schofields are reported as ‘committed’. The weighted portfolio reduction in FY23 across these projects is 44%. This year on year improvement is largely due to the use of stormwater/rainwater harvesting and recycled water connections at Panorama at North Wilton and Norwest.

During the reporting period there were no ‘delivered’ projects.

We also report our forecast for new projects. Forecast results for FY23 include the SMNW Places precincts of Cherrybrook, along with Wentworth Point, Bulli and Hillsborough. Residential land uses continue to dominate potable water consumption, which is consistent with our operations predominantly as a residential developer (see Figure 3). The weighted average potable water reduction forecast for all forecasted and new projects is 54% (see Figure 4) which is slightly improved on FY22.

The residential component of our new and forecasted project portfolio is forecast to achieve 51% potable water reduction (up from FY22 forecasts), while non-residential water reductions are forecast to improve at 73% reduction. This is an improvement on our FY22 forecast, and is due to improved fixtures connecting to recycled water schemes, and increased inclusion of rain tanks connected to laundry, toilets and irrigation. We expect this to continue to improve year on year as we move towards our 2028 leadership goal.

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

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

Water consumption source

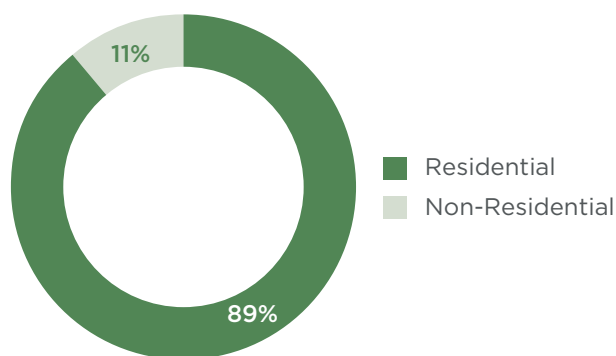


Figure 3. Potable water consumption by source.

Potable water consumption reductions

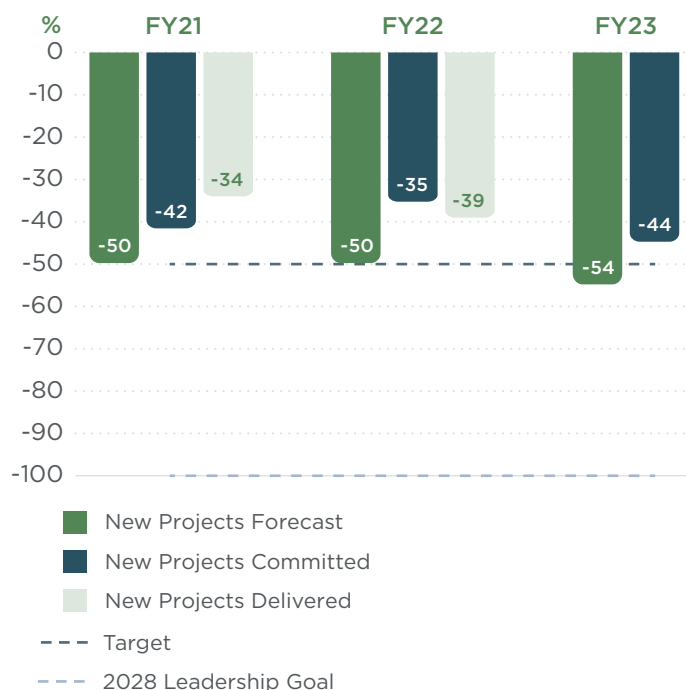


Figure 4. Potable water consumption reductions against 2016 Sydney Metro Average.



Healthy & Inclusive Places

Objective

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

Goal

To enhance Landcom’s international status for delivering world class liveable places founded on equity, affordability and inclusion. Residents report overall 90% satisfaction with quality of life.

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 Goals¹, and reduce the impact of shocks and stresses to communities and infrastructure, as identified by Resilient Sydney² (part of the Rockefeller Foundation 100 Resilient Cities Program).

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

Liveable communities are healthy and inclusive. A well-designed community takes into account the needs of people today, and the needs of our future generations. We consider where people will work, learn, spend their leisure time and how they move from place to place.

Landcom also believes that the built environment should incorporate green spaces and retain a connection to our natural habitats for the benefit of the environment and our communities.

Landcom addresses liveability through the following focus areas:

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

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

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

2. [Resilient Sydney \(2018\)](#).



Management Approach

Health, Equity & Inclusion, Community Connection and Safety

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

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

As residents begin to live onsite we commence a continuous feedback loop by gathering data from residents of Landcom communities to measure satisfaction with quality of life. We have adopted performance targets for this, and strive for continuous improvement to meet the quality of life expectations of current and future residents.

Since 2018, Landcom has utilised our Healthy and Inclusive Places survey (HIPS) as the primary measure to determine the drivers of satisfaction across communities, and track performance. From FY23 onwards we will replace the use of HIPS with Place Score. This is an independently managed liveability census. Read more about Place Score [here](#). Landcom has chosen to align with Place Score to benefit from their nation wide data and analytics. Results reported prior to FY23 will not be directly comparable to results henceforth.

For our FY23 performance results measured by our new HIPS, see [Health, Equity & Inclusion, Community Connection, and Safety \(p.36\)](#).

Housing Diversity & Affordability

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

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

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

When we adopted the Sustainable Places Strategy, Landcom did not have a Housing Policy and housing affordability and diversity was a lower priority issue for the NSW government. This has now become a significant focus and our maturity in addressing the matter has also refined. Landcom now has a comprehensive Housing Policy with clear targets. As these are subject to change on a regular basis we have made the decision to move our reporting on housing affordability and diversity to our Annual Report.

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

1 Not-for-profit organisations that build and/ or manage housing for eligible people on very low, low and moderate incomes or who are unable to access appropriate housing in the private market.

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



Design Through Engagement

We maintain a commitment to excellence in design and meaningful stakeholder participation from all those who have a stake in the evolution of our cities, including the communities which know them best.

Landcom has an established Design Review Panel (DRP). The DRP operates under a Charter, and provides advice to Landcom on strategies to achieve design excellence and quality of urban design outcomes across our project portfolio. The DRP consists of experts across specialities such as architecture, urban design, landscape architecture and urban planning. They provide expert review of projects in concept or masterplan design, with the aim of achieving design excellence.

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



We aim to be:

Collaborative

This means:

Working with stakeholders with an interest in delivering positive project outcomes

Purposeful

Planning and resourcing engagement to support project delivery

Proactive

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

Accountable

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

Inclusive

Engaging stakeholders with different needs and interests

For our FY23 performance against our Design through Engagement targets, see [Design through Engagement Performance Results \(p.39\)](#).



Sustainable Places Strategy - Updated targets from FY24

Current	New
90% of residents report high quality public, active and sustainable transport options to key amenities, services and employment	Residents report their community access to high quality amenities, services or employment
90% of residents report high physical and mental health, reflecting project design, programs or events that encourage active, social and healthy eating lifestyles	Residents report high physical and mental health
90% of residents report overall satisfaction with the integration of culture and heritage	Residents report their community has a sense of character or identity unique from other neighbourhoods
90% of residents report community cohesion, by fostering the integration of community networks and facilities in our projects	Residents report a sense of belonging and support from their community
Achieve a culture of safety through our organisation and on Landcom projects by striving for 90% of residents reporting feeling safety	Resident satisfaction with personally feeling safe
10% Affordable Housing across Landcom portfolio	Transitioned to the Annual Report, for reporting against Landcom's Policy and Ministerial commitments
30% Liveable Housing Australia silver certification	
New projects to deliver diverse housing	
	Residents report a diversity of housing types, sizes and tenures to meet a range of needs
All new projects undergo peer review through the Landcom DRP	
All new projects to confirm with the community engagement policy, Join-In Framework, aligned to industry best practice for stakeholder engagement	All projects have an engagement plan
	NEW: Residents report their community is a 20-minute neighbourhood
	NEW: Residents report the design of their community is resilient and best practice



Health, Equity & Inclusion, Community Connection and Safety Performance Results

Landcom's Sustainable Places Strategy addresses *Health, Equity & Inclusion, Community Connection and Safety*. These focus areas form part of our Healthy & Inclusive Places pillar and represent our social sustainability commitments.

FY23 Performance

In FY23 we continued to implement our framework for community development, directly targeting increased participation, connection and engagement with our residents. We also continued to focus on leveraging established partnerships with organisations specialising in health, wellbeing and education to deliver impactful and measurable initiatives.

While our FY23 results are positive, they are not directly comparable to previous years due to the variation in data collection and are therefore not presented as such. From FY23 we commenced the use of Place Score to measure and report against these targets, whereas previous years have utilised Healthy and Inclusive Places survey. Our targets remain the same and based on the Place Score results.

Focus Area	Objective	Target	FY23 performance
Health, Equity & Inclusion	To deliver healthy on equity for people of all ages and abilities	2036 Goal: 90% of residents satisfaction with quality of life	82%
		90% of residents report high quality public, active and sustainable transport options	75%
		90% of residents report high physical and mental health, reflecting project design, programs or events that encourage active, social and healthy lifestyles	87%
Community Connection	To nurture all that live, work and recreate in our communities	90% of residents report overall satisfaction with the integration of culture and heritage	74%
		90% of residents report community cohesion, by fostering the integration of community networks and facilities in our projects	84%
Safety	To promote a culture of health, safety and wellbeing	Achieve a culture of safety through our organisation and on all Landcom projects, striving for 90% residents reporting feeling safe	91%



Health, Equity & Inclusion

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

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

Activities undertaken in FY23 that supported community health, equity and inclusion included:

- Live Life Get Active free fitness classes at Hillcroft in Claymore, Newbrook in Airds, Renwick, Macarthur Heights, Tallawong and Bella Vista
- National Theatre for Children - mental health programs at Hillcroft
- Keep Australia Beautiful - education programs at Hillcroft
- Learn to skate workshops at Bella Vista.

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

We also continued our focus on mental health awareness with the first National Theatre for Children live theatre performance 'Mind Masters'. This is a mental resilience education program.

Community Connection

Activities undertaken in FY23 that supported community connection and the integration of culture and heritage include:

- movie night at Macarthur Heights
- creative writing workshops for students at Kellyville
- Pound Paws Doggy Day Out at Bella Vista
- Sydney Youth Orchestra workshops at Bella Vista
- seasonal community events including a Holi and Diwali celebrations and Spring Fair at Macarthur Heights and Hillcroft

In FY23 Landcom continued to support two resident-led community associations at Macarthur Heights and Renwick with seed funding to enable their operations and facilitate the delivery of a range of community events.

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

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

Safety

In FY23 residents reported high levels of overall perceived safety (91%) in their communities. Place Score respondents were asked to consider:

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

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

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.

FY23 Performance Results

Increasing affordability challenges across NSW are inextricably linked to sustainable development and we are looking at innovative ways to increase the equity and inclusivity of our communities.

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

While the supply and delivery of affordable and diverse housing is essential, the lived experience is also an important factor that Landcom seeks to measure. For many years we have collected resident feedback on the diversity and affordability of Landcom communities via our Healthy & Inclusive Places Survey. Following are the average results reported by residents¹:

- 78% residents report good diversity of housing in their community
- 56% of residents report good affordability in their community.

In FY23 we also continued to fulfil our Sustainability Rebate at Macarthur Heights. The \$15,000 sustainability rebate helps residents building new homes achieve BASIX 90 home energy ratings. The incentive aims to help make homes more resilient and lower the cost of living for new home builders in our communities.

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



¹ Average of results from Landcom's Healthy & Inclusive Places Survey 2018-2022.



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.

FY23 Performance Results

Landcom released the Join In Framework in 2018 as part of our commitment to engagement and established its Design Advisory Panel (now Design Review Panel - DRP) in 2019 to promote design excellence.

Focus Area	Objective	Target	FY22 performance	FY23 performance
Design through engagement	To optimise the quality of design and place and drive strong engagement with our communities and stakeholders	All new projects to undergo peer review through the Landcom Design Review Panel (or equivalent)	100%	100%
		All new projects to conform with the community engagement policy, 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.

In FY23 there were 11 projects with up to date and fit for purpose communications and engagement strategies in place. This includes a plan for the Sydney Metro Northwest Places program, which covers the Cherrybrook, Hills Showground, Bella Vista and Kellyville station precincts, which will provide around 10,000 new homes once complete.

We also had plans in place for our Austral, Fennell Bay, Macarthur Gardens North, Panorama at North Wilton, Schofields, Guntawong Road (Tallawong), Bulli and Wentworth Point projects, outlining how we would inform local communities and stakeholders about project planning and, where appropriate, invite community feedback to help shape plans for new neighbourhoods in those areas.

During FY23 we undertook a number of proactive and meaningful community engagement campaigns to gather community feedback. This included engagement to inform concept planning at Bulli, engagement at Macarthur Gardens North to gather feedback on the detailed design of play and fitness spaces, and engagement at Panorama at North Wilton to build relationships with the local Indigenous community.

Design

During FY23 all projects within our business development portfolio, or active projects undertaking masterplanning or reviewing design and delivery options, presented to the DRP. Within our active project portfolio this included new projects at Bulli and Rooty Hill, as well as Panorama at North Wilton.

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

Q CASE STUDY



Macarthur Gardens North

In April 2023, we hosted three pop up information stalls, an online survey, and a webinar to gather community feedback on our plans for new play and fitness spaces at Macarthur Gardens North. Information boards were presented at the pop up information stalls, which were held at key locations, including Macarthur Square, Western Sydney University campus, and Main Ridge Park, Macarthur Heights. The activities were advertised via e-newsletters, webpage updates, postcards delivered via post to Macarthur Heights residents, as well as geo-targeted social media posts on Instagram and Facebook.

A wide range of community members participated, including adults, children and students. Community members provided their feedback by talking to staff at the pop up information stalls, and by voting for their preferences in-person or via the online survey. The feedback received was shared with Campbelltown City Council and will inform the detailed design of play and fitness spaces at Macarthur Gardens North. Landcom will continue to provide updates as the project progresses through the development stages.



Panorama at North Wilton

As part of our visioning for Panorama we engaged with Tharawal Local Aboriginal Land Council and other members of the Aboriginal community to hear stories and understand the cultural significance of the site to the Dharawal people. This included two walks on Country and a small workshop where Land Council members were invited to yarn with us and help shape the vision.

In the spirit of inclusive engagement and our commitment to reconciliation and self determination we are continuing to build relationships within the community. We are seeking to set up a consultative group to provide us with ongoing guidance about how to connect with Country and support the needs and aspirations of the local Aboriginal community as we develop the site over the next 20 years.



Bulli

To inform plans for the development of the former Bulli Hospital site we undertook consultation to understand community views, get feedback to inform our concept planning for future development and seek ideas for how the site's history could be interpreted through landscaping and design. We did this through feedback forms and an online survey and two information and feedback sessions in October 2022 and February 2023.

In keeping with our commitment to proactive, purposeful and accountable engagement, we are continuing to build relationships with site neighbours and the wider community by keeping them informed of works, project planning and any opportunities to share feedback. We regularly distribute e-newsletters and project newsletters to the wider community, while we communicate with site neighbours through letterbox drops and check in by phone or email. Prior to works commencing, we also invited neighbours to an onsite meeting with our lead contractors to provide an overview of work plans and highlight what is being done to minimise impacts.

CASE STUDY

Supporting student mental health

Landcom continues to partner with the National Theatre for Children to deliver the Mind Master program at primary schools in Airds and Claymore. This program aligns to Landcom's target of residents reporting high physical and mental health under our Healthy and Inclusive Places Pillar of our Sustainable Places Strategy.

The first stage of 'Mind Masters' three year program was delivered to 295 students and 22 teachers at Claymore Public School. The program, designed by clinical psychologists and curriculum aligned, aims to instil concepts around mental health and how to build resilience and wellbeing. This was the first live performance at Claymore Public School which forms part of a yearly, four stage program with National Theatre for Children.

Teacher feedback on the program at Claymore was positive, with teachers rating the overall educational value of the program as 6 out of 7 and the ability of live theatre to increase students capacity for retaining the message as 6.5 out of 7.

Overall the performance was received very positively with a Claymore Public School teacher commenting, 'The performance was not only educational it was also very engaging. Students will remember the performance along with the message.'

'The show was highly engaging, students have not stopped talking about it. Delivering such useful and important educational content in engaging ways motivates students to learn and promotes further discussion, students are likely to retain this information.'

All teachers surveyed said that would like to see this program run in their school in the future.





Productive Places

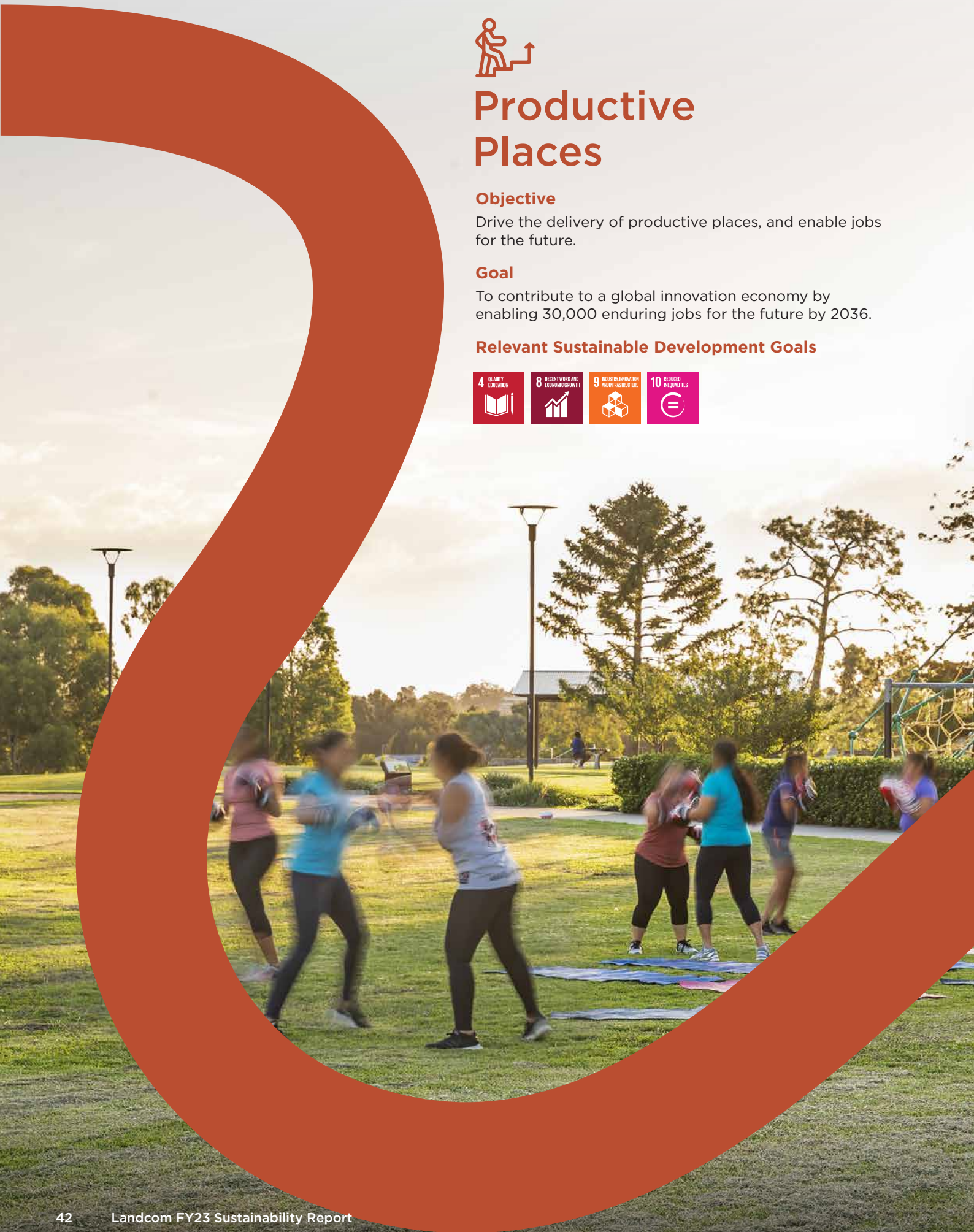
Objective

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

Goal

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

Relevant Sustainable Development Goals





Productive Places Pillar Overview

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

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

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

- Training and employment
- Innovation.

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





Management Approach

Training & Employment

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

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

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

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

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

For Landcom's FY23 performance for enabling jobs and providing local training and employment outcomes see [Training & Employment Performance Results \(p.46\)](#).

Innovation

Landcom has a long history of leading research and innovation that advances the property and development industry and future-proofs our communities. Landcom addresses emerging technologies in our Innovation focus area. Currently we are seeking to roll out smart technology to our new communities in the form of electric vehicle (EV) rapid charge stations, exploring opportunities to embed car sharing schemes within our communities and designing an electrical grid that can support all-electric delivery across precincts.

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

Ultimately, the provision of EV chargers throughout Landcom communities improves resilience, reduces greenhouse gas emissions, and reduces transport related cost of living expenses for residents. These targets also contribute to Landcom's low-carbon transport approach, including accessibility to public transport, walkable and cycling-friendly neighbourhoods. See [Health, Equity & Inclusion, Community Connection & Safety \(p.36\)](#).

Finally, in order to lead innovation at scale, Landcom is designing and constructing a demonstration home over FY24 at our North Wilton 6 Star Green Star community, Panorama. Our aim is to highlight the key features of a home that make it sustainable (such as insulation, glazing, solar PV, EV chargers, orientation and energy efficiency) and show these aspects to potential customers.

This project will be done in partnership with a volume home builder and be used as a signal to other volume home builders within the estate that sustainability needs to be a focus at scale. The demonstration home will be presented in combination with our Selling Green Communities program that articulates the financial, health and well-being benefits of living in an all-electric, Green Star community.

Research

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

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

In FY23 we began to scope new opportunities for further refinement and investment to support our 2028 leadership goal of enabling carbon neutral, zero waste, water positive and net positive ecological outcomes. In particular, we have identified pilot projects to:

- test the methods of revegetation and restoration in the context of a changing climate for key habitat and species
- assess and evaluate the upfront carbon within homes to understand the types and quantities of materials and identify opportunities to reduce carbon across our portfolio
- explore what strategies Landcom would need to adopt to build water positive and water efficient communities.



Sustainable Places Strategy - Updated targets from FY24

Current	New
Contribute to a global innovation economy by enabling 30,000 enduring jobs for the future by 2036	
Projects to engage and foster education, learning or employment outcomes via activities or initiatives, based on identified needs of the local and regional community	Local learning and employment opportunities supported across a range of needs
Measure and report annual investment in research and development	
Greenfield/regional: new communities provide electric vehicle chargers to service a minimum 10% total dwellings (as either publicly accessible or private use)	100% of new dwellings are EV ready
Urban Renewal/high density: provide a minimum 10% parking yield, per parking lot, as EV charge station 'turn key' ready at development completion	
Key open spaces to provide free wifi access	Retire



Training & Employment Performance Results

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

FY23 performance results

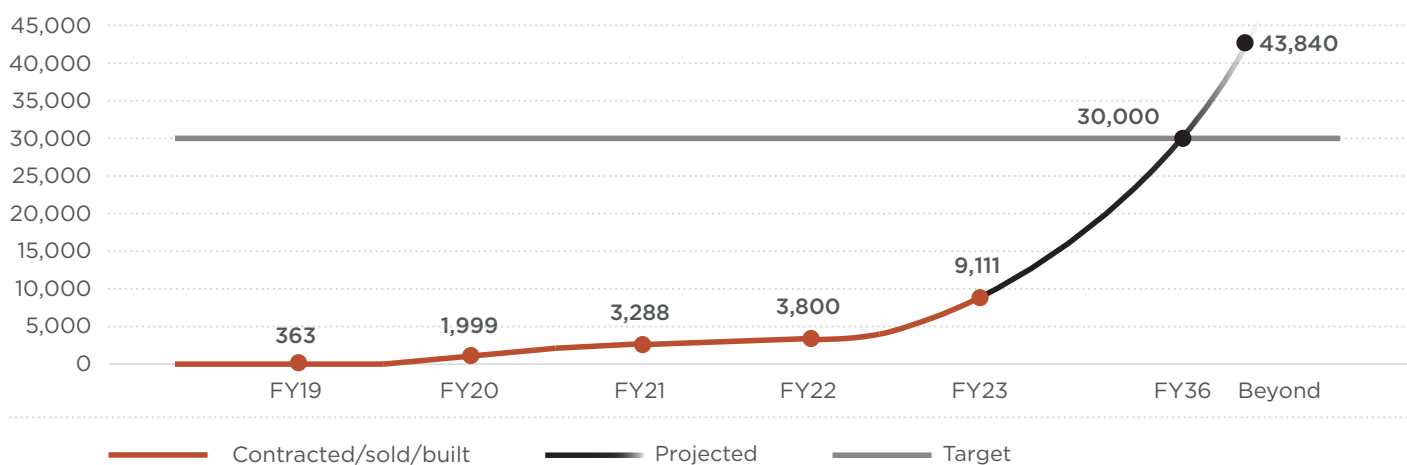
In FY23 all targets for reporting against our Training & Employment were in scope. Our results are presented below.

Focus Area	Objective	Target	FY22 performance	FY23 performance
Training & Employment	To provide opportunities for skills development, education and employment that will enable our communities to thrive	To contribute to a global innovation economy by enabling 30,000 enduring jobs for the future of 2036	3,800 cumulative jobs enabled (Over 30,000 projected by 2036)	9,111 cumulative jobs enabled (Over 30,000 projected by 2036)
		Projects to engage and foster education, learning or employment outcomes via activities or initiatives, based on identified needs of the local and regional community	Engaged over 7,300 students across our Skills Exchange, research and excursion programs	Engaged 346 students across our excursion programs

Enabling Enduring Jobs

Landcom is on track to meet our commitment to enable 30,000 enduring jobs by 2036. FY23 in scope projects include SMNW Places program, Macarthur Gardens North and Fennell Bay as well as our Panorama project at North Wilton, which was announced in FY21 and is forecast to make a substantial contribution to Landcom meeting this goal.

These forecasts will continue to be subject to change as future projects remain in the planning phase and we respond to market demand.



Training & Employment

In total, Landcom staff engaged over 346 primary students throughout the reporting period, as part of our contributions to school education programs.

Learning

Landcom commenced a new partnership with Keep Australia Beautiful in FY23 to deliver waste education programs in schools in our communities. Keep Australia Beautiful is an advocate and education charity working towards raising awareness amongst communities on keeping environments clean and beautiful. The program called EnviroMentors, aims to positively impact and educate students about waste and recycling and has two school-based interventions throughout the year, as well as a bespoke community activation at the end of the year.

Blairmount Public School in Claymore, participated in the incursion with 51 students participating in the education workshops. 26 of those students also participated in a waste audit which showed that food scraps and soft plastics were the most common materials found in the bins. Keep Australia Beautiful provided a landfill diversion guide to students and teachers with suggestions on how to divert waste from landfill.

In FY23 Landcom commenced a new partnership with Keep Australia Beautiful to deliver waste education programs in primary schools.

In FY23 Landcom continued our partnership with National Theatre for Children, focused on building mental resilience in primary school aged children.

The 'Mind Masters' live performance and follow up in class activations were delivered in one primary school in FY23 which is located in the suburb of Claymore where Landcom is rebuilding a residential community. The program uses a combination of live theatre performance and student engagement to promote concepts and practices to enable good mental health.

Designed with a clinical psychologist the Mind Masters program complements the NSW curriculum. This year it built on sessions that were delivered digitally in FY21 and FY22, so that students were exposed to multiple teaching points over time, such as mindfulness, stress, resilience, and the link between mental and physical health.

The FY23 program reached a total of 295 students and the impact measurement we will undertake in FY24 through pre and post testing, will aim to achieve positive outcomes for the students across several key areas such as stress, resilience, physical health, mindfulness, and overall impact.

See our [National Theatre for Children Case study in the Healthy & Inclusive Places pillar \(p.41\)](#).



Keep Australia Beautiful Waste Audit at Blairmount Primary School in Claymore.



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.

FY23 Results

In FY23 all targets for reporting against Innovation were in scope. Our results are presented below.

Focus Area	Objective	Target	FY22 performance	FY23 performance
Innovation	Research Investment	Measure and report annual investment in research and development	\$116,480 cash	\$157,847 cash
			\$19,448 in-kind	\$12,209 in-kind
		All project teams engaged in the Landcom Roundtable 'Community of Practice' programs	N/A	N/A ¹
	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)	100% of projects in scope	100% of projects in scope
		Urban Renewal/High Density: provide a minimum 10% parking yield, per parking lot, as EV Charge Station 'turn-key' ready at development completion		
	Key open spaces to provide free Wi-Fi access	100% of projects in scope	No projects in scope	

Research Investment

In FY23, Landcom started a partnership with the University of Wollongong to quantify the carbon and cost benefits of deconstructing and diverting waste resources from an old hospital site in Bulli. The research aims to demonstrate that viable alternatives to demolition and waste sorting exist – for example materials reuse onsite and diversion to secondary markets. For more information, see [Case Study: Exploring the benefits and costs of deconstruction \(p.49\)](#).

Landcom also commissioned industry research by AECOM to investigate what underpins quality and affordable compact communities. This research focuses on alternatives to detached homes on large lots, while maintaining the amenity these typically offer (e.g., backyards and gardens). Landcom intends that our research investment helps shift our product delivery without compromising on customer demands to address the housing and affordability crisis across NSW.

More compact communities can also result in reduced upfront carbon, a reduction in material waste through good design and can facilitate a larger proportion of natural areas and open space, supporting improved biodiversity outcomes. We anticipate sharing outcomes from this research in FY24.

Finally, Landcom has codesigned a brief evaluating the upfront carbon in class 1a buildings², with the Green Building Council of Australia. The research will look at the complex supply chains of class 1a homes and identify opportunities to reduce upfront carbon with engagement from the homes building industry. This research is expected to commence in early FY24.

¹ Similar to FY22, due to the closure of the Roundtable, no project teams engaged in the Community of Practice in FY23.

² A Class 1a building is defined by the NCC (National Construction Code) as a single dwelling being a detached house; or one of a group of attached dwellings being a town house, row house or the like.



Q CASE STUDY

Exploring the benefits and costs of deconstruction

Waste is a significant and growing problem in the construction industry, contributing to roughly 44% of the total waste in Australia¹ and costing approximately \$2 billion to dispose of each year².

Demolition waste is a large contributor to overall waste in the construction industry. Landcom is partnering with the University of Wollongong to examine some of the costs and benefits of deconstruction and diversion of demolition waste. We hope to demonstrate that deconstruction can be a viable alternative to demolition, and result in improved environmental, economic and social outcomes.

The former Bulli Hospital site is an important site for the local community, with many people holding stories and memories as staff, patients, and visitors to the hospital when it was operational. The buildings are dilapidated and contain hazardous materials including asbestos, lead paint and biological hazards and are therefore not fit for repurposing.

With support from our lead contractor, researchers are observing the demolition process and engaging with both the contractor and the project team to understand the challenges and opportunities with deconstruction and minimising waste in the demolition process.

The quantity and quality of available materials for reuse or secondary markets is being noted, as is the embodied carbon of these materials compared to if they were purchased 'as new'. Any changes to labour costs are also considered, as are transportation emissions and costs.

Pending the outcomes of this research, Landcom hopes to apply deconstruction to future projects and promote our findings to industry.

¹ [National Waste Report 2020.](#)

² [Australian Bureau of Statistics - Waste Account.](#)

Emerging Technologies

In FY23 Landcom had four projects in scope for our targets related to the provision of electric vehicle (EV) rapid charge stations or shared charging points. This target includes the SMNW Places precincts Hills Showground, Cherrybrook and Norwest, as well as Macarthur Gardens North which have all established contract conditions of sale to deliver against these targets. New projects including Bulli and Hillsborough will include this target, but as they are still in design, they are not in scope for this year.

In FY23, Landcom purchased two EVs - a Hyundai Kona and a Mitsubishi Outlander. These two vehicles are expected to reduce our fuel consumption as an organisation and continue to drive down our emissions. We also anticipate using these EVs to educate our staff about the benefits of EVs with the hope of encouraging and driving a higher uptake within our communities.

Equitable Access to Information

There were no projects in scope for this target during the reporting period. Hillsborough and Bulli fall outside the scope of this target, as they do not have sufficiently large community open spaces to warrant or draw demand for public Wi-Fi. The SMNW Precinct Cherrybrook, Fennell Bay, Wentworth Point and North Tuncurry are still within planning and are therefore out of scope. These sites will explore opportunities to respond to this target as planning progresses.



Accountable & Collaborative Places

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 and collaboration within our organisation and supply chain.

Accountability means creating a system with a level playing field in which decisions are made for the betterment and benefit of all stakeholders. Performance means seeking ever greater improvements in efficiency and outcomes. Our value chain refers to all organisations that we deal with in operations.

By championing better ways to approach business we seek to lead the industry in trust, transparency, governance and efficient outcomes.

Landcom addresses accountability and collaboration through the following focus areas:

- Accountability
- Human Rights.

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





Management Approach

Accountability

Landcom is committed to supporting international agreements, protocols and targets to ensure our planet and communities thrive into the future.

Urban development and the property sector make a material contribution to global emissions, the quality of life experienced by citizens and the resilience of our built and natural environments.

Therefore, Landcom believes it is critical to align with, and report our contribution towards the United Nations Global Compact, Sustainable Development Goals, Resilient Sydney Strategic Directions and COP21 Paris Agreement. We also voluntarily report against the Task Force on Climate-related Financial Disclosures, we are a reporting entity under the *Modern Slavery Act 2018 (Cth)*, and we have a Reflect Reconciliation Action Plan that guides our approach to First Nations engagement and is reportable to Reconciliation Australia.

Framework	Our Response
United Nations Global Compact (UNGC)	In February 2019 Landcom became a Participant of the United Nations Global Compact. We report our Communication on Progress annually.
Sustainable Development Goals	Our Sustainable Places Strategy was directly informed by the Sustainable Development Goals (SDGs). We report our contribution to the SDGs annually. See Appendix D: Sustainable Development Goals Alignment (p.74) .
Paris Agreement COP21	Our environmental leadership goal is to 'enable carbon neutral outcomes at communities by 2028'. See Case Study: Transition Risk Priority Actions (p.17) , Urban Heat Island Reduction (p.18) , Greenhouse Gas Emissions Reduction (p.20) and Case Study: Carbon in Construction (p.22) .
GRESB	Landcom voluntarily participates in the GRESB Real Estate Assessment, which evaluates the environmental, social and governance performance of real assets. See GRESB (p.55) .
Climate Active Carbon Neutral Certification	Landcom is a Climate Active certified Carbon Neutral Organisation. See Climate Active Public Disclosure Statement .
Task Force on Climate-related Financial Disclosures	Landcom discloses its approach to managing climate change risks in accordance with the Task Force on Climate-related Financial Disclosures. See Appendix B: Task Force on Climate-related Financial Disclosures (p.64) and Case Study: Transition Risk Priority Actions (p.17) .
NSW Government Resource Efficiency Policy	We report our overall sustainability performance against the NSW Government Resource Efficiency Policy (GREP), which guides our approach to energy, water and waste efficiency in our corporate operations. See NSW Government Resource Efficiency Policy (GREP) (p.68) .
Human Rights	Landcom operates entirely within NSW, and as such benefits from the high standards of governance and legislation Australia adopts regarding human rights. We are a Participant to the United Nations Global Compact (UNGC) and support the ten principles on human rights, labour, environment, and anti-corruption. Landcom also has a public Human Rights Statement. See Human Rights (p.65) .
Commonwealth Modern Slavery Act 2018	Landcom is a reporting entity under the Act and provides our Board approved public statement within this report. See Appendix C: Modern Slavery Statement (p.68) .



Human Rights

Landcom's public [Human Rights Statement](#) affirms our commitment to human rights and acting to ensure our operations uphold and protect the rights of every person in our value chain.

Our approach to Human Rights is informed by international best practice initiatives, including the United Nations Guiding Principles, United Nations Global Compact to which Landcom is a signatory, and the *Modern Slavery Act 2018* (Cth), Guidance for Reporting Entities.

We believe that human rights are of growing importance to our staff and teams, stakeholders, suppliers and sub-contractors, industry peers and civil society groups, as well as our customers and communities. The business case and moral motivation for upholding human rights across our operations and supply chain are clear. Our key focus areas for human rights include:

- demonstrating global standards of liveability, resilience, inclusion and affordability across our operations and communities
- encouraging diversity and inclusion in the workplace, via our Diversity & Inclusion Action Plan
- respecting and acknowledging First Nations people by implementing the actions in Landcom's Reflect Reconciliation Action Plan
- addressing modern slavery through our supply chain, and in accordance with the *Modern Slavery Act 2018* (Cth).

More broadly in 2019 we became the first Government Land Organisation to be accepted as a signatory to the Ten Principles of the United Nations Global Compact (UNGC). Our annual Communications on Progress is published by the UNGC each year. Landcom continues to remain a committed signatory advancing our contribution to fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption.

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



Accountability & Performance Results

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

Sustainable Development Goals

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

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

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




GRESB

In FY23 Landcom participated in the GRESB Real Estate Assessment. This was our 7th year participating in GRESB and this year saw participation increase to 2,084 listed and non-listed portfolios across 75 countries. The increase in participation reaffirms the need for the real estate industry to commit ESG transparency and improve sustainability outcomes.

Landcom achieved an overall score of 97/100 representing a positive shift from FY22 and moved up from a 4 star to a 5 Star entity status as well as exceeding the GRESB and Peer Group average performance.

The following table summarises our results and benchmarking.



In the top 4 most sustainable residential development organisations in Oceania


97/100

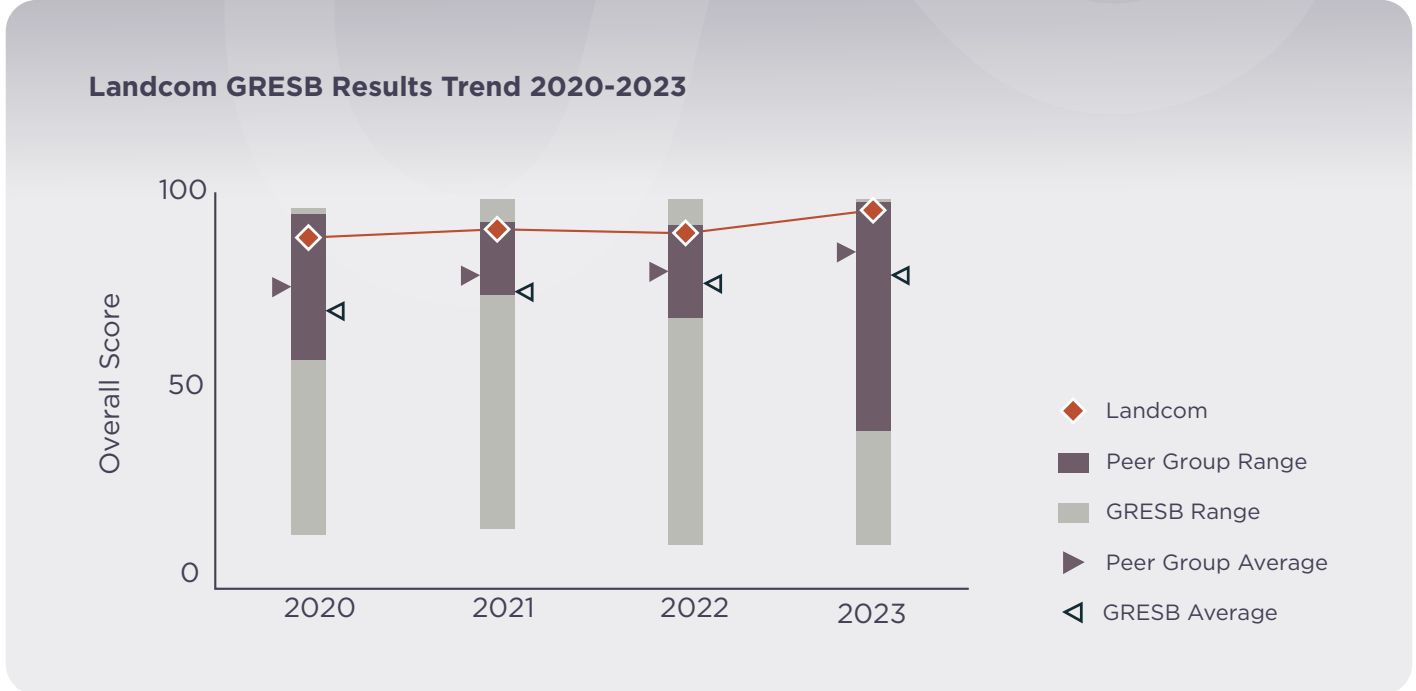
Overall score

83 GRESB average

89 Peer average

GRESB Green Star





NSW Government Resource Efficiency Policy

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

The GREP guides Landcom's approach to energy, water and waste efficiency in our corporate operations, and helps us align with the State Government's sustainability goals¹. Key activities in the reporting year relating to the GREP include:

- a total of 1.02 tCO₂-e Scope 1 emissions were recorded for the reporting year. Sources were sales offices (gas) and Landcom's fleet vehicles fuel combustion). Landcom had no biogenic emissions
- Landcom had no Scope 2 emissions, as the 124,997 kWh of electricity used to power our operations was Green Power
- based on a total of 167.9 full time equivalent staff members (FTE), Landcom's energy intensity is 744.5 kWh/FTE
- we maintained our 6 Star NABERS Energy Rating with GreenPower for our Parramatta Office.

Landcom was first certified as a carbon neutral organisation under the Climate Active Carbon Neutral Standard (the Standard) in FY21. During the reporting period, Landcom achieved certification under the Standard for the calendar year 2022. The Standard is Australia's government managed offset scheme for certifying organisations, products and services, and events.

Historically, Landcom has not set a baseline year for our Scope 1 or Scope 2 emissions as we have consistently purchased green power or offset all our emissions within operational control, but as part of our Climate Active carbon neutral certification we were required to do so – as such our baseline is calendar year 2019.

We adopt the National Greenhouse and Energy Reporting (NGER) Scheme global warming potential account factors. We use the tool CCAP Integrated to capture and synthesise our data, which also follows the NGER Scheme protocols.



Landcom's new fleet cars

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

100%
Green Power
and other
renewables

6 Star NABERS
Energy Rating
for our
Parramatta Office

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



Human Rights Performance

Modern Slavery

The *Modern Slavery Act 2018 (Cth)* took effect on 1 January 2019. The Act requires entities with an annual revenue of \$100 million or more based or operating in Australia to prepare annual statements on potential modern slavery risks in their operations and supply chains and disclose the steps they have taken in addressing those risks. Landcom has been a reporting entity under the Act since 2020. Landcom's Modern Slavery Statement is presented at [Appendix C: Modern Slavery Statement \(p.68\)](#).

In FY23 we matured our approach to identify and report incidents of modern slavery with the introduction of an independent grievance mechanism, Speak Up. This is an anonymous reporting system for internal and external stakeholders managed by Core Integrity. Posters with instructions on how to report suspected instances of modern slavery were placed across the Landcom office and at project construction sites to encourage anyone who may see something, to say something.

We also adopted a remediation plan that guides Landcom on what to do when a report of modern slavery is made. This was informed by independent human rights experts and is aligned to the United Nations Guideline Principles on Business Human Rights. Our approach to remediation is based on three core principles of Identify, Escalate, and Repair, and will be available on Landcom's website in FY24.

We maintained our membership of the Property Council Modern Slavery Working Group, which facilitated research and guidance reports led by academia and industry experts on human rights. As part of this consortium Landcom participated in industry consultation for the Review of the Modern Slavery Act 2018 (Commonwealth). We also continued to use the 'Supplier Platform', created by the consortium in 2019. 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.

We continued to adopt supplier pre-qualification requirements for contracts with a value over \$150,000, which includes training and completion of the Supplier Platform questionnaire. Landcom's Procurement team verify completed assessments prior to contract execution. Supply Chain Sustainability School training requirements are monitored by Landcom's Sustainability team.

We continue to find the majority of participating suppliers have the following risk profile attributes, making their operations or supply chain susceptible to modern slavery:

- very high proportion of sub-contractors
- outsourced recruitment practices
- high volume of labour hire, little or no oversight of suppliers' sub-contractors or third-parties products
- materials sourced from overseas, with little or no oversight of their production
- varying degrees of investigation into their own operations or supply chains.

These findings are consistent with the property and construction industry more broadly. 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.

As the property and construction industry is also characterised by long and complex supply chains, stretching across many countries, we continued to embed contract clauses requiring principal contractors or consultants to notify Landcom of any suspected or confirmed incidents of modern slavery, and to collaborate with us in any investigation or remedy.

Landcom has adopted a new integrated management system 'Safe Me', used for work, health and safety and environmental notifications. The system automatically alerts key Landcom staff when an incident is lodged.

Increasing awareness of modern slavery remains at the heart of tackling this human rights matter. Staff compliance training is required of Landcom staff (and certain contractors) to ensure our people are alert to modern slavery and know how to raise concerns. We also work closely with Director, Australian Human Rights Institute Faculty of Law & Justice at the University of New South Wales and the CEO of Better Sydney, to guide staff education and knowledge on modern slavery issues, and help us mature our approach.

For more detail on Landcom's disclosures on the mandatory reporting criteria for the *Modern Slavery Act 2018 (Cth)*, please see [Appendix C: Modern Slavery Statement \(p.68\)](#).



Respecting First Nations

Landcom confirmed our commitment to fostering respectful and meaningful relationships with Traditional Owners and Aboriginal and Torres Strait Islander communities in our sphere of operation, by creating and finalising our first Reflect Reconciliation Action Plan (RAP) in 2022.

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

The governance of our RAP is driven by our RAP Collaborative. This is made up of staff members from across the business, and the cohort collectively drive the implementation of our RAP actions across the four pillars of Respect, Relationships, Opportunities and Governance.

During the reporting period we focused on:

- deepening our understanding of First Nations stakeholders and identifying ways to strengthen existing relationships or create new ones
- increasing the visibility of Landcom's reconciliation work through staff cultural awareness training and celebrating cultural events such as Reconciliation Week and NAIDOC Week
- partnering with Indigenous recruitment agencies to identify employment opportunities for First Nations people
- developing and implementing an Indigenous Procurement Plan
- establishing our membership with Supply Nation
- co-designing 'Connecting with Country' workshops for staff participation in FY24, which will help embed an approach to designing with country within our project design and delivery.

We will continue to progress commitments within our Reflect RAP and building stronger relationships with First Nations communities.

Diversity & Inclusion

Landcom has continued to promote diversity and inclusion (D&I) across our business throughout FY23. Our D&I Policy outlines our commitment to providing a workplace culture that embraces equity, diversity and inclusion at all levels of our organisation enabling staff to thrive and do their best work.

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

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

As part of the Action Plan, and to help enable the above goals, Landcom has adopted a suite of D&I measures and metrics, benchmarked against several Australian datasets. Our FY23 results are presented in Landcom's Annual Report.

Workplace Health & Wellbeing

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

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

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

Further detail of our FY23 activities are presented in our Annual Report.

Q CASE STUDY

Partnering with Darkinjung Local Aboriginal Land Council

In FY23, Landcom and Darkinjung Local Aboriginal Land Council (LALC) signed a Heads of Agreement which will see both parties work in partnership to unlock a project in the Central Coast region that will deliver increased housing affordability, supply, and diversity in the interest of Darkinjung’s members and the wider Central Coast community.

The land located at Lake Munmorah, was rezoned for residential uses in late 2022 and is noted in Central Coast Council planning documents as appropriate for residential development. Early investigations show the site could accommodate around 380 new dwellings, which would likely be freestanding homes with a handful of medium-density dwellings such as townhouses. Additionally, 20% of dwellings on site will be set aside as affordable housing for very low to moderate income households.

If Darkinjung LALC and Landcom agree to progress the partnership following initial investigations, the project will follow protocols governing Local Aboriginal Land Councils before moving through the regular development process, during which time neighbours and the wider community would be informed of opportunities to comment.

Investigations are also underway regarding the opportunity to rezone a neighbouring Darkinjung LALC-owned site which could enable the future delivery of a further 300 dwellings and preserve additional conservation land.

“We want to provide opportunities for future generations and deliver projects that are environmentally sensitive, culturally aware, and sustainable in honour of the aspirations of our elders past and present,”

Darkinjung LALC Chairperson.



Peter Drivas and Matthew Beggs from Landcom with Darkinjung LALC Chairperson Barry Duncan and COO Blake Cansdale.



Appendix A: Assurance Statement

Independent Assurance Statement to the Board and Management of Landcom



Our conclusions

In line with the scope of our independent assurance engagement, including the Criteria and methodology described below, we conclude that based on our:

- 'limited' assurance procedures under ASAE 3000, nothing has come to our attention that causes us to believe that selected performance data and disclosures included in Landcom's Sustainability Report for the year ended 30 June 2023 have not been prepared and presented fairly, in all material aspects, in accordance with the Criteria defined below.
- 'moderate level' of assurance procedures under AA1000AS v3, nothing has come to our attention that causes us to believe that Landcom has not adhered to the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact when reporting its sustainability performance.

Scope

Point Advisory, an ERM Group Company ('Point Advisory', 'We', 'Our'), performed independent assurance over selected performance data and statements presented in Landcom's Annual Report and Sustainability Report ('the Report') for the year ended 30 June 2023.

Criteria

We have used the following criteria against which to evaluate the content of the Report:

- The AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact
- The Global Reporting Initiative's Sustainability Reporting Standards (GRI Standards)
- The Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) Recommendations
- The Australian Modern Slavery Act 2018 (Modern Slavery Act) Reporting Requirement
- Landcom's own reporting criteria¹ as set out in the Report, and relevant policies and procedures to evaluate the selected data.

Respective responsibilities

Landcom management is responsible for the preparation and presentation of the information within the Report. Landcom management is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report, so that it is free from material misstatement. Landcom management is also responsible for setting targets and for the development of appropriate internal controls to monitor performance.

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

Our independence and competencies

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

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



Our methodology

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

- Interviewed functional managers and performed a desktop review of Landcom’s policies, including the Strategic Directions, Sustainable Places Strategy, and other key internal documents, as well as web-based information, to understand Landcom’s material topics, how they are managed and what progress was made during the reporting period; and the processes in place for adherence to the AA1000AccountAbility Principles.
- Reviewed the coverage of material topics within the Report against the key topics raised in media reports, peer reports, management interviews and key internal documents
- Interviewed data owners of selected data sets to understand how they collected, calculated and aggregated data from projects as well as what assumptions or estimations were made.
- Sought and reviewed supporting information or explanations for selected data, statements and claims within the Report regarding Landcom’s operational and sustainability performance.
- Checked whether operational and sustainability data in the Report had been calculated and aggregated accurately, was consistent with Landcom’s internal records, and according to managements explanations and disclosures.
- Reviewed and assessed how Landcom has responded to sustainability-specific reporting regimes including its: reported alignment with the requirements of the GRI Standards; provision of climate-related information in line with the TCFD; and adherence to the reporting requirement of the Modern Slavery Act.
- Assessed the presentation of information relevant to the selected performance data and statements in the Report to ensure consistency with the assurance findings and observations.

The limitations of our review

Our evidence gathering procedures were designed to obtain a ‘limited level’ of assurance (as set out in ASAE 3000) on which to base our conclusions. The extent of evidence gathering procedures performed is less than that of a reasonable assurance engagement (such as a financial audit) and therefore a lower level of assurance is provided. Further to this, we did not visit project sites or interview project teams.

Our detailed conclusions and observations

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

Completeness and accuracy of performance information

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

¹ Including Landcom’s principal objectives and function under the *Landcom Corporation Act 2001* and with reference to operations disclosure requirements under section 24A of the *State Owned Corporations Act 1989* and the *Annual Reports (Statutory Bodies) Act 1984*.



Evaluating adherence to AA1000 AccountAbility Principles

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

AA1000 AccountAbility Principles	Conclusions and Observations
<p>Inclusivity</p> <p>Has Landcom included stakeholders, allowing people to have a say in decisions that impact them?</p>	<p>We are not aware of any key stakeholder groups which have been excluded from engagement nor any matters that would lead us to conclude that Landcom has not applied the inclusivity principle in managing its approach to sustainability.</p> <p>Landcom continues to understand and value the benefits of engaging with its stakeholders, with both its Strategic Directions and Sustainable Places Strategy reflecting stakeholder engagement-related performance objectives. Landcom’s Join In Framework guides its approach to stakeholder engagement and all new projects need to conform to it. Evidence of community consultations were observed for a number of Landcom’s developments. There is opportunity for Landcom to better leverage the Design Review Panel applied to each project to include feedback systematically at a project level.</p>
<p>Materiality</p> <p>Has Landcom identified and been clear about the sustainability topics that matter?</p>	<p>We are not aware of any material topics in our review which have been excluded from the Report, and nothing has come to our attention that causes us to believe that the principle of materiality has not been applied when identifying topics.</p> <p>Landcom conducted an independent review of the material matters in early 2023. Topics material to Landcom and its stakeholders identified in the previous materiality assessment performed in 2019 remain relevant and align to one or more of the four categories of its Sustainable Places Strategy and aspects of its Strategic Directions. The topics are considered through Landcom’s management governance processes and are reflected in its disclosures against the GRI Standards topic requirements across the Report.</p>
<p>Responsiveness</p> <p>Has Landcom acted transparently on material sustainability topics and their related impacts?</p>	<p>We are not aware of any key actions or initiatives responding to material topics which have been excluded from the Report nor any matters that would lead us to conclude that Landcom has not applied the responsiveness principle in its approaches.</p> <p>Landcom’s Strategic Directions and Sustainable Places Strategy remain in place and continue to demonstrate a comprehensive response to stakeholder perspectives and material topics. Their collective goals in relation to accountability, collaboration, partnership, and leadership reflect Landcom’s principal objectives and their role in the property industry and among government agency peers. During this reporting period, Landcom revised its Housing Policy to better enable the organisation to set its direction in a way that seeks to remain responsive to the challenge of safe, secure and affordable housing. Given an acceleration of environmental, social and economic sustainability activity across the property sector and among NSW government agencies – Landcom is presented a unique opportunity to aspire towards bolder action in its corporate and sustainability strategies.</p>
<p>Impact</p> <p>Has Landcom monitored, measured, and held itself to account for how its actions affect broader ecosystems and society?</p>	<p>We are not aware of any key impacts that Landcom has not sought to monitor, measure, and nothing has come to our attention that causes us to conclude that Landcom management has not sought to be accountable for its impacts in the Report.</p> <p>Landcom has established processes to measure, evaluate and manage its impacts related to material topics. Landcom’s Sustainable Places Strategy incorporates targets and, each year, its performance against its targets is disclosed in the Sustainability Report. This impact focus is evident through its commitment to transparently communicate outcome measures, such as those included in the recently used PlaceScore survey results which provides nationwide data and analytics. There is an opportunity to communicate more about Landcom’s sustainability credentials and drive sector change by sharing knowledge within the industry.</p>



Review of sustainability-specific reporting regimes

We have reviewed Landcom's:

- reported alignment with the **GRI Standards**, and we are not aware of any misstatements in the assertions made.
- climate-related financial disclosures in line with the **TCFD**, and we are not aware of any misapplication of its Recommendations.
- statement in line with the **Modern Slavery Act**, and we are not aware of any non-adherence to the Reporting Requirement.

Use of our assurance statement

We do not accept any responsibility for any reliance on this assurance statement to any person(s) or organisation(s) other than the Board and management of Landcom. Other stakeholders should do their own due diligence before taking any action as a result of this statement.

The assurance statement provides no assurance on the maintenance and integrity of sustainability information on Landcom's website, including controls used to maintain this. These matters are the responsibility of Landcom.

On behalf of the assurance team.

Alan Dayeh

Partner - Sydney, NSW

Lead CSAP (AccountAbility UK)

Point Advisory, an ERM Group Company

15 November 2023



AA1000
Licensed Report
000-266/V3-9WNJA



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. Landcom also acknowledges that not only will climate change impact our operations, but that our operations in turn have an impact on the climate. In 2018 Landcom launched its Sustainable Places Strategy, directly aligned to the Sustainable Development Goals, Paris Agreement and 100 Resilient Cities Program (now Resilient Cities Network). Our Strategy includes a commitment to enabling carbon neutral, water positive, zero waste and net positive ecological outcomes at our new communities by 2028.

While we continue to deliver on these commitments at our assets, Landcom continues to mature our overall approach to mitigating the risks of climate change to our organisation. Landcom first adopted the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) in FY20 and began progressively disclosing each year and working towards full alignment.

In FY23, we began a process to mature our approach for climate risk assessment. We are moving towards a portfolio-based assessment and tracking platform to better identify standard risks and mitigation approaches. This platform will provide a mechanism for continual improvement and support progress tracking of adaptation actions throughout the entire lifecycle of a project. As part of this update, our projects will now consider transition risks alongside physical risks. It is expected that this new process will help Landcom better manage climate risks at both the organisational and project levels. All new projects from FY24 will use this platform.

We recognise that there will always be space for continuous improvement and maturity when responding to climate change risks and opportunities. We are aligning with the TCFDs as it is leading practice, and our disclosures are presented with consideration to the interests of our stakeholders.

Landcom further understand that the new sustainability standards issued by the International Sustainability Standards Board (ISSB) through the International Financial Reporting Standards (IFRS) Foundation have fully incorporated the recommendations of the TCFD. Our voluntary alignment with the TCFD places us well for both of the upcoming sustainability and climate-related disclosure standards.

Recommended Disclosure	Status of Disclosure	Landcom Response / Action	Future Priorities / Actions
Governance			
Describe the board’s oversight of climate-related risks and opportunities. Describe management’s role in assessing and managing climate-related risks and opportunities.	Established	Landcom has a robust and established governance structure for the corporation, Landcom Annual Report: Our Governance Structure . Climate-related risks and opportunities leverage this structure to facilitate a range of considerations and accountability at the highest levels of our corporation, Board of Directors and our management (Executive Committee). This includes: <ul style="list-style-type: none"> • Our Board consider climate risks disclosed as part of project acquisitions • Our Board and Executive Committee approve Landcom’s Sustainability and Annual reports, including relevant climate-related performance and disclosures • Twice annual Climate Risk Management Plan updates to the Audit and Risk Committee including a corporation-wide Strategic Risk around environmental sustainability. Monitoring of climate-related risks is undertaken through Landcom’s Strategic and Operational Risk registers, managed between the Executive Committee, Director – Audit and Risk and Director – Sustainability & Learning 	Continue to update our Climate Risk Management Plan to incorporate maturation in climate risk management. Cascade climate and resilience-related Key Performance Indicators to Senior Leaders. Continue all existing governance protocols.



Recommended Disclosure	Status of Disclosure	Landcom Response / Action	Future Priorities / Actions
		<ul style="list-style-type: none"> Executive Committee, and Senior Leadership Team all have Key Performance Indicators for climate risk management Our Executive General Manager (EGM) - Communications & Policy provides quarterly Board updates and monthly Executive Committee updates on climate-related issues and progress. The EGM approves our Climate Active Certification Public Disclosure Statement, monitors progress against our sustainability targets and provides executive sponsorship on our annual sustainability strategic milestones Director - Sustainability & Learning oversees assessment and management of climate-related issues including divisional milestones, GRESB reporting and Annual Sustainability Report assurance, reporting to the EGM - Communications & Policy. 	
Strategy			
Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	Established	Climate Resilient Places Pillar Overview (p.10) Climate Resilient Places Management Approach (p.11) Climate Change Risk and Community Resilience (p.16) Urban Heat Island Reduction (p.18) Case Study: Transition Risk Priority Actions (p.17) Case Study: Carbon in Construction (p.22)	<p>Disclose our leadership goal sustainability roadmap, targets and progress for our project portfolio.</p> <p>Continue to identify, model and disclose key transition risks for the organisation.</p>
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Initiated	Climate Resilient Places Pillar Overview (p.10) Climate Resilient Places Management Approach (p.11) Climate & Resilience Performance Results: Climate Change Risk and Community Resilience, (p.16) Case Study: Transition Risk Scenario Analysis Case Study: Transition Risk Priority Actions (p.17) Case Study: Carbon in Construction (p.22) BASIX Certification (p.24) Case Study: Working with BASIX (p.25) Case Study: Exploring the benefits and costs of deconstruction, (p.49) Landcom Climate Active Product Disclosure Statement Landcom Annual Report: Leadership guides our future Panorama at North Wilton Sustainability Rebates	
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Established	Climate Resilient Places Management Approach: Climate & Resilience (p.12) Case Study: Transition Risk Scenario Analysis Case Study: Transition Risk Priority Actions, (p.17)	



Recommended Disclosure	Status of Disclosure	Landcom Response / Action	Future Priorities / Actions
Risk Management			
Describe the organisation's process for identifying and assessing climate-related risks.	Established	<p>Landcom has a robust risk management framework including an Enterprise Risk Management Framework within which climate risks are assessed to better integrate into whole-of-business decision-making. Climate risks are also considered through a separate category within our Risk Appetite Statement and included in all our relevant risk registers at both the corporate and project levels. Furthermore, Landcom has identified climate risk within one of our five new Strategic Priorities (Planet).</p> <p>Landcom Annual Report: Risk management</p> <p>Climate Resilient Places Management Approach: Climate & Resilience (p.12)</p> <p>Climate & Resilience Performance Results: Climate Change Risk and Community Resilience (p.16)</p> <p>Case Study: Transition Risk Scenario Analysis</p>	Continue to advance understanding and disclosures of climate-related financial impacts to the organisation.
Describe the organisation's process for managing climate-related risks.	Established	<p>Landcom Annual Report: Risk management Material matters (p.4)</p> <p>Climate Resilient Places Management Approach: Climate & Resilience (p.12)</p> <p>Climate & Resilience Performance Results: Climate Change Risk and Community Resilience (p.16)</p> <p>Case Study: Transition Risk Priority Actions (p.17)</p> <p>Case Study: Transition Risk Scenario Analysis</p> <p>Case Study: Carbon in Construction (p.22)</p> <p>BASIX Certification (p.24)</p> <p>Case Study: Working with BASIX (p.25)</p>	
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Established	<p>Landcom Annual Report: Risk management</p> <p>Climate Resilient Places Management Approach: Climate & Resilience (p.12)</p> <p>Climate & Resilience Performance Results: Climate Change Risk and Community Resilience (p.16)</p> <p>Case Study: Transition Risk Priority Actions (p.17)</p> <p>Case Study: Transition Risk Scenario Analysis</p> <p>Case Study: Carbon in Construction (p.22)</p>	



Recommended Disclosure	Status of Disclosure	Landcom Response / Action	Future Priorities / Actions
Metrics and Targets			
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Established	Climate & Resilience Performance Results (p.16) Energy & Emissions Performance Results (p.20) Environmental Management Performance Results (p.23) Waste & Materials Performance Results (p.26) Water Performance Results (p.29) Innovation Performance Results (p.48)	Investigate and adopt appropriate metrics for considering transition risks.
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Initiated	Energy & Emissions Performance Results (p.20) Environmental Management Performance Results (p.23) Case Study: Transition Risk Scenario Analysis Case Study: Transition Risk Priority Actions (p.17) Case Study: Carbon in Construction (p.22) Case Study: Working with BASIX (p.25) Case Study: Exploring the benefits and costs of deconstruction (p.49) Landcom's CY22 Climate Active Product Disclosure Statement	<p>Continue to drive down Scope 1, 2 and 3 organisational emissions.</p> <p>Explore expanding our organisational emissions boundary to include Scope 3 emissions within our sphere of control.</p>
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Established	Climate & Resilience Performance Results: Climate Change Risk and Community Resilience (p.16) Urban Heat Island Reduction (p.18) Climate & Resilience Performance Results: Biodiversity (p.18) Energy & Emissions Performance Results: Greenhouse Gas Emissions Reduction (p.20) Energy & Emissions Performance Results: Onsite Renewable Energy (p.21) Environmental Management Performance Results: Green Star Certification (p.24) Environmental Management Performance Results: NABERS Certification (p.24) Environmental Management Performance Results: BASIX Certification (p.24) Waste & Materials Performance Results: Waste (p.27) Waste & Materials Performance Results: Materials (p.27) Water Performance Results: Potable Water Reduction (p.30) Innovation Performance Results: Research Investment (p.48) Innovation Performance Results: Emerging Technologies (p.49)	<p>Review our targets over FY23 to determine adequacy in meeting our leadership goal and opportunities to consider adding additional targets to support our response to climate-related risks.</p> <p>Incorporate transition risks and opportunities into our project-level process of addressing climate-related risks including project business plans, community-specific climate and community resilience assessments and through risk specific information materials.</p>



Appendix C: Modern Slavery Statement

The following disclosures are made in accordance with the *Modern Slavery Act 2018 (Cth)*. Landcom meets the threshold for a reporting entity, as outlined in the Act. This Statement has been approved by the Landcom Board, in its capacity as the principal governing body of Landcom, on 16 October 2023.

Landcom chooses to include its statement as a component of the annual Sustainability Report, which provides comprehensive detail on our approach to Human Rights.

This Statement provides an overview of Landcom’s approach and response to the Mandatory Criteria outlined in the Act. For further detail on Landcom’s approach to modern slavery, including our commitment to continuous improvement, refer to our FY23 Sustainability Report Accountable & Collaborative Places overview.

This Statement is signed by Alex Wendler in his role as the Chief Executive Officer of Landcom on 30 October 2023.

Mandatory Criteria	Landcom Response
Criterion 1: Identify the reporting entity.	This Statement covers Landcom as the reporting entity.
Criterion 2: Describe the structure, operations and supply chains of the reporting entity.	<p>Structure</p> <p>Landcom is a NSW Government State Owned Corporation, created by the <i>Landcom Corporation Act 2001 (NSW)</i>. Landcom sits within the NSW Department of Planning & Environment cluster but is not part of a larger corporate group of entities, and does not control or own any other entities.</p> <p>Landcom annual disclosures regarding Ownership and Legal Form are presented in our FY23 Sustainability Report Appendix F: GRI Content Index, indicators 102-05 (p.84).</p> <p>Landcom’s operations are based in New South Wales with a main office in Parramatta and a secondary office in Sydney CBD. During FY23 Landcom active project sites located across NSW, mainly in Greater Sydney and the mid-North Coast. For a full list refer FY23 Sustainability Report Reporting Boundaries (p.6).</p> <p>In FY23, Landcom had 163 full time and 7 part time employees. For a detailed break-down of employees see: Information on Employees and Other Workers are presented in our FY23 Annual Report.</p>



Mandatory Criteria	Landcom Response
<p>Criterion 2: Describe the structure, operations and supply chains of the reporting entity.</p> <p>Continued</p>	<p>Operations</p> <p>Landcom is a NSW Government 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. This includes partnerships with NSW Government departments and external commercial entities to maximise our impact for the benefit of NSW.</p> <p>As a masterplan developer we use a variety of structures to deliver projects. For further information on these types of structures, and a map of our current projects refer to FY23 Sustainability Report Reporting Boundaries (p.6) Landcom does not have any formal charitable interactions.</p> <p>Landcom adopted a Modern Slavery Management Plan in FY20 in consultation with industry experts, which guides our approach to identifying, managing and remediating the impacts of modern slavery. Progress on the plan is reported regularly to the Landcom Executive Committee and Landcom Board. For further information refer to our Human Rights Performance in our FY23 Sustainability Report (p.57).</p> <p>Supply Chains</p> <p>Products provided by suppliers</p> <p>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.</p> <p>Services provided by suppliers</p> <p>Landcom directly engaged 645 suppliers during FY23 and under 1% of these suppliers were based outside Australia.</p> <p>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:</p> <ul style="list-style-type: none"> • 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. <p>Landcom has not yet mapped suppliers beyond tier 1 however recognise that indirect products and services related to Landcom’s operations include but are not limited to corporate services (e.g. specialist consultants and their labour force), project development sub-consultant services provided to principal contractors, and raw or manufactured materials and machinery that enable development works to occur.</p> <p>Landcom’s annual disclosures regarding Supply Chain, including our Management Approach and Performance Targets are presented in our FY23 Sustainability Report at (p.51) or refer to our GRI Disclosures (p.84).</p>



Mandatory Criteria	Landcom Response
<p>Criterion 3: Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity.</p>	<p>The property and construction industry has extensive supply chains that extend to multiple, international tiers. Our Human Rights and Modern Slavery Saliency Assessment, internal assessments of modern slavery risks, work with the Property Council of Australia (PCA) Modern Slavery Working Group and consultation with experts has identified the following areas of risk for our business:</p> <ul style="list-style-type: none"> • Cleaning (operational – offices and operations) • Security • Catering (operational – offices and operations) • IT and telecommunications • Potential forced labour risks within renewable energy supply chains • Potential forced labour risks within specific materials supply chains such as stone, bricks, rubber soft fall and concrete • Potential forced labour risks within finishing trades within projects, developments and communities • Potential forced labour risks highlighted within specific countries and sectors e.g. North Korea, China for protective PPE wear and uniforms. <p>To manage these risks, Landcom continues to require that suppliers with a contract value over \$150,000 complete the Property Council of Australia Supplier Platform (PCA Platform) risk questionnaire.</p> <p>Landcom recognises modern slavery risks increase beyond our tier 1 suppliers. At tier 2 and beyond the transparency of operations and human rights practices become less clear. This is compounded by sub-contracting and labour hire, overseas manufacturing, or sourcing of materials and products from countries with a high risk of modern slavery.</p> <p>Our tier 1 contractors report their main overseas supply chains are generally: China, India, Philippines, Thailand, Indonesia, Myanmar and Bangladesh. Landcom understands that our contractors may procure materials or products for use in our communities from these countries. Landcom has no reason to believe that any services or products related to our operations are associated with modern slavery, however we note the risk and continue to advocate and collaborate for more transparent supply chains.</p> <p>In FY23 we selected supplier assessments from high-risk industries, including civil works, construction, landscaping and facilities management. Six suppliers were reviewed for their disclosures regarding overseas products sourcing, visibility over their own supply chains, and capacity to provide effective remediation should an instance of modern slavery occur.</p> <p>As a result of this review Landcom will engage with these suppliers in FY24 to provide education, collaboration and information on how to address these risks within their operations. See FY23 Sustainability Report at (p.57) for further details.</p>



Mandatory Criteria	Landcom Response
<p>Criterion 4: Describe the key actions taken by the reporting entity to assess and address those risks, including due diligence and remediation processes.</p>	<p>A range of actions have already been undertaken, or are planned, as part of our commitment to continuous improvement as outlined below.</p> <p>Where we are today</p> <ul style="list-style-type: none"> • Landcom has developed, approved, and made publicly available a Human Rights Statement to affirm Landcom’s commitment to human rights across our operations and supply chains, acting to ensure our operations uphold and protect the rights of every person in our value chain. This statement is made publicly available here on Landcom’s website. • Continued to deliver against our Modern Slavery Management Plan (adopted in FY20) which guides our approach to the identification, management and remediation of modern slavery. • Embedded modern slavery clauses into our contracts, tailored to the level of risk and supplier sophistication. Clauses prescribe that suppliers are not to breach modern slavery laws and outline the risk mitigation approaches suppliers are expected to adhere to when engaging for works for Landcom. These clauses extend to supplier operations and supply chains. We also include clauses in Landcom divestment contracts, where Landcom has sold a site or portions of a site to a third party. • Continued as a founding consortium member for the Property Council of Australia Supplier Platform, designed to engage multitiered supply chain and assess for risks of modern slavery. From this platform Landcom improved visibility of suppliers’ risk factors including identifying the following insights of Landcom suppliers who completed the assessment in FY23. <ul style="list-style-type: none"> - In FY23, 42 suppliers met the threshold to complete the modern slavery risk assessment. 30 suppliers completed the modern slavery assessment via the platform in FY23. - 67% were not reporting entities under the modern slavery legislation and a further 13% had not prepared a statement but were planning to do so in the next 12 months. - 27% used sub-contracting or third party recruitment organisations. - 97% say that key stakeholders in their organisation understand the basic facts around the issue of modern slavery - 17% of suppliers source (via the supply chain) manufactured products of services from overseas that contribute to the delivery of their products or services - 17% say their organisation or their labour hire provider recruits employees or workers from overseas, such as temporary or casual migrant workers, whilst 3% of suppliers are unsure if their labour hire provider recruits from overseas. • Contracts over \$150,000 require new suppliers to register as a members of the Supply Chain Sustainability School and access free training and resources for modern slavery. • Landcom requires compulsory training for these suppliers which is a learning journey on the fundamentals of modern slavery. This training must be complete within six months of the contract commencing. Training completion is monitored by the Sustainability Officer. <p>Grievance Mechanisms</p> <ul style="list-style-type: none"> • Our new OHS reporting system, ‘SafeMe’ was established in FY23, ready to become effective in FY24. It can generate modern slavery notification alerts to key Landcom personnel. • Landcom has an anonymous reporting system for internal and external stakeholders called ‘SpeakUp’ through third party provider, Core Integrity. • Speak Up is promoted via posters in the Landcom office and project sites currently undergoing major construction. • A Fraud, Corruption and Modern Slavery Notification box is located in the Landcom head office and is monitored monthly by a single member of the Legal team and reported to the Executive General Manager, Legal & Compliance. • Our remediation plan is aligned to the United Nations Guideline Principles on Business Human Rights and follows a three step process of; Identify, Escalate, Repair and will be available on our website at the end of 2023.



Mandatory Criteria	Landcom Response
<p>Criterion 4: Describe the key actions taken by the reporting entity to assess and address those risks, including due diligence and remediation processes.</p> <p>Continued</p>	<p>Training</p> <ul style="list-style-type: none"> • Compulsory modern slavery training is completed by all staff annually. • Anti-slavery Commissioner Dr. James Cockayne was a guest speaker to Landcom at an all staff meeting. • Landcom’s Modern Slavery Working Group received additional training and advice regarding modern slavery trends, emerging risks and remedy and remediation. <p>Governance</p> <ul style="list-style-type: none"> • Modern Slavery Working Group meets monthly. • Landcom’s Modern Slavery Management Plan remains active and regular updates are provided to management and the Audit & Risk Management Committee.
<p>Criterion 5: Describe how the reporting entity assesses the effectiveness of such actions.</p>	<p>Assessing effectiveness</p> <ul style="list-style-type: none"> • Landcom engages two independent experts to provide guidance for continuous improvement and strategic advice on our Modern Slavery Management Plan. • We monitor and verify supplier modern slavery assessments and adopt pre-qualification requirements for contracts over value thresholds. See Human Rights Performance Results (p.57) for more detail. • Supplier registration and training via the Supply Chain Sustainability School is monitored monthly by the Sustainability Officer. Suppliers are invited to join the Supply Chain Sustainability School and assigned the modern slavery learning journey for completion. <p>Future Priorities</p> <ul style="list-style-type: none"> • Continue to deliver on our Modern Slavery Management Plan. • Continue to be actively involved with the Property Council Modern Slavery Working Group. • Engage with high risk suppliers to build supply chain maturity. • Broaden the scope of suppliers required to complete the modern slavery assessment where possible. • Monitor and mature our Modern Slavery Management Plan as needed and in accordance with any of the anticipated changes to the <i>Modern Slavery Act 2018 (Cth.)</i>. <p>For more information on our overall approach to human rights, see FY23 Sustainability Report at Accountable & Collaborative Places Overview (p.51)</p>
<p>Criterion 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>



Mandatory Criteria	Landcom Response
<p>Criterion 7: Include any other information that the reporting entity considers relevant.</p>	<p>Landcom has been actively involved with the Property Council Modern Slavery Working Group, with a Landcom representative as Co-Chair and participation in projects and initiatives which are guided by academics and industry experts.</p> <p>Collectively, in FY23 this consortium has:</p> <ul style="list-style-type: none"> • Directly contributed to the released 'Listening and Responding to Modern Slavery in Property and Construction', • Directly contributed to the released 'Remediating Modern Slavery in Property and Construction: A practical guide for effective remediation', • Informed the industry consultation for the Review of the <i>Modern Slavery Act 2018 (Cth)</i>, • Informed the November 2022 Property Council of Australia submission to the Review of the Act, and • Participated in the October 2022 consultation session with Professor John McMillan about the future of the Act and the success of industry actions in addressing modern slavery. <p>Landcom continues to proactively manage the risks of modern slavery within our operations and supply chain in line with the guidance provided by the United Nations Guiding Principles.</p> <p>We are committed members of the United Nations Global Compact Network Australia, report our contribution to the Sustainable Development Goals, and have been addressing Human Rights and Modern Slavery as part of our Sustainable Places Strategy since 2017.</p> <p>Throughout FY23 our commitment to continuous improvement regarding modern slavery did not experience any material impacts from COVID-19.</p> <p>Landcom's annual disclosures regarding Modern Slavery, including further detail on our Management Approach, supply chain engagement, and continuous improvement is presented in our FY23 Sustainability Report (p.51).</p>

Appendix D: Sustainable Development Goals Alignment

Landcom is committed to supporting international agreements, protocols and targets to help ensure our planet and communities thrive into the future. As part of this commitment we report our contribution to the United Nations Sustainable Development Goals (SDGs).¹



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

Our Healthy & Inclusive Places pillar supports SDGs 1, 2, 3, 4, 10, 11, 16 and 17.

Our Productive Places pillar supports SDGs 4, 8, 9, and 10.

Our Accountable & Collaborative pillar supports SDGs 5, 8, 10, 16 and 17.

Sustainable Development Goals & Targets

Sustainable Development Goals & Targets	Landcom Response
 <p>Goal 1: End poverty in all its forms everywhere</p> <p>Target: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p>	<p>Landcom supports the ending of poverty through our mandate to provide Affordable Housing. We expand on this to ensure housing diversity and accessibility are addressed, for equity.</p> <p>Healthy & Inclusive Places Targets</p> <p>Deliver 10% Affordable Housing in metropolitan areas and 20% Affordable Housing in regional areas across the Landcom portfolio.</p> <p>Deliver 15% diverse housing across our portfolio.</p> <p>30% of medium to high density dwellings within all new projects to achieve Liveable Housing Australia Silver Certification (or equivalent).</p> <p>Landcom further supports all community members, including the vulnerable, to increase their resilience to climate-related extremes and other shocks or stresses through our commitments to building resilience.</p> <p>Climate Resilient Places Targets</p> <p>All projects to prepare and implement an effective Climate Change Adaptation Plan; and Community Resilience Plan.</p>
 <p>Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> <p>Target: By 2030, end hunger and ensure access for all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p>	<p>Landcom is seeking ensure access to nutritious food by mandating the adoption of independent rating tools – such as Green Star Communities. Within these tools, we will aim to achieve all credits related to ‘access to fresh food’.</p> <p>Climate Resilient Places Targets</p> <p>All projects will adopt and use industry recognised rating tools at a masterplan and built form scale, achieving not less than ‘Australian Best Practice’ equivalent.</p> <p>Healthy & Inclusive Places Targets</p> <p>90% of residents report high quality public, active and sustainable transport options to key amenities, services, and employment.</p>

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



Sustainable Development Goals & Targets Landcom Response



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

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

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

Healthy & Inclusive Places Targets

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

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

Activities

FY23 Landcom Community Development programs related to health, offered at various projects.

These included free fitness classes for adults through our partnership with Live Life Get Active, the Mind Masters mental resilience school engagement programs with National Theatre for Children and the Poem Forest Program in partnership with Red Room Poetry.



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

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

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

Healthy & Inclusive Places Targets

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

Activities

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

Productive Places Targets

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

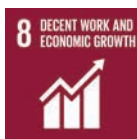
Activities

In FY23 Landcom continued our partnership with National Theatre for Children, focused on building mental resilience in primary school aged children.

Sustainable Development Goals & Targets	Landcom Response
 <p>Goal 5: Achieve gender equality and empower all women and girls</p> <p>Target: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life</p>	<p>Landcom is committed to diversity and inclusion, including the engagement of women and girls.</p> <p>Accountable & Collaborative Places</p> <p>Landcom is committed to providing a workplace culture that embraces equity, diversity and inclusion at all levels of our organisation enabling staff to thrive and do their best work.</p> <p>Activities</p> <p>FY23 Landcom continued to deliver against its Diversity & Inclusion Policy and Action Plan and provided Women in Leadership training to a new cohort of participants. This built upon a successful program in FY20.</p>
 <p>Goal 6: Ensure access to water and sanitation for all</p> <p>Target: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p>	<p>Landcom recognises that water scarcity and drought are increasing issues for Australia. We’re committed to enhancing efficiency and reducing the unnecessary use of potable water, and ensuring water quality is not negatively impacted by our activities or the communities we build.</p> <p>Climate Resilient Places Targets</p> <p>Achieve water positive communities by 2028.</p> <p>All projects modelled to reduce mains potable water demand by 50% at the precinct scale against a 2016 reference case.</p> <p>BASIX 60 water target for all new dwellings within our development control.</p> <p>Water Sensitive Urban Design strategy for all projects, pollutant discharge loads not to exceed Nitrogen 45, Phosphorus 65, Suspended Solids 85, Gross Pollutants 90.</p>
 <p>Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>Target: By 2030, increase substantially the share of renewable energy in the global energy mix</p>	<p>Australia is privileged to have reliable energy sources, therefore Landcom’s focus is on enhancing efficiency, improving cost of living, and increasing the use of renewables.</p> <p>Climate Resilient Places Targets</p> <p>5% of predicted energy demand supplied from onsite renewable energy, where site constraints permit.</p> <p>All new projects modelled to reduce Green House Gas (GHG) emissions at a precinct scale (transport & stationary) by 50% against 2016 reference case (CCAP PRECINX modelling).</p> <p>Activities</p> <p>In FY23 Landcom committed that all future communities where Landcom is the master developer will be delivered as all-electric. This is expected to drive a greater reduction in GHG emissions in the future.</p> <p>In FY23 Landcom progressed research that encourages energy sharing for communities, businesses and local councils as well as research and implementation into smart energy precincts that are powered by 100% renewable sources.</p>

Sustainable Development Goals & Targets

Landcom Response



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

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

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

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

Productive Places Targets

Enable 30,000 enduring jobs by 2036.

Activities

In FY23 Landcom engaged 346 students across our excursion programs and invested \$170,000 in research and development.

Accountable & Collaborative Priorities

Landcom's Human Rights Statement is publicly available and addresses our expectations and approach to upholding and managing human rights.

Activities

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

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

In FY21 we adopted a Human Rights Statement that is publicly available and made substantial progress against our Modern Slavery Management Plan dealing specifically with labour and material risks within our supply chain.

In FY23 Landcom rolled out updated modern slavery compliance training to all staff and implemented mandatory supplier training on modern slavery through the Supply Chain School.



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

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

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

Climate Resilient Places Targets

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

Above standard NABERS and BASIX building ratings.

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

Productive Places Targets

All new greenfield or regional communities provide electric vehicle chargers to service a minimum 10% total dwellings as either publicly accessible or for private use.

All new urban renewal or high density communities provide a minimum 10% parking yield, per parking lot, as electric vehicle charge station 'turn-key' ready at development completion.

All key open spaces to have free wifi.



Sustainable Development Goals & Targets Landcom Response



Goal 10: Reduce inequality within and among countries

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

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

Healthy & Inclusive Places Target

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

Healthy & Inclusive Places Priority

Identify opportunities to positively impact diversity, inclusion and accessibility.

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

Our Healthy & Inclusive Places survey also measures satisfaction with quality of life and seeks to understand any underlying inequalities within our communities so that we may address these either through design, engagement or our community development offerings.

Productive Places Targets

Measure and report annual investment in research and development supporting our strategy principles of fostering a sustainable environment, driving social equity, enabling an innovative economy and advancing responsible governance.

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

Activities

Engaged over 7,300 students across our Skills Exchange, research and excursion programs.

Accountable & Collaborative Places

FY19 Landcom adopted its Diversity & Inclusion Policy, and established a staff led Diversity & Inclusion working group. In FY23 we continued to deliver against the Policy and Diversity & Inclusion Action Plan.

Sustainable Development Goals & Targets	Landcom Response
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Goal 11: Make cities inclusive, safe, resilient and sustainable

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

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

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

Healthy & Inclusive Places Targets

Deliver 10% Affordable Housing in metropolitan areas and 20% Affordable Housing in regional areas across the Landcom portfolio.

Deliver 15% diverse housing across our portfolio.

30% of medium to high density dwellings within all new projects to achieve Liveable Housing Australia Silver Certification (or equivalent).

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

Activities

FY23 projects within our business development portfolio, or active projects undertaking masterplanning or reviewing design and delivery options, presented to the Design Review Panel.

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

Climate Resilient Places Targets

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



Goal 12: Ensure sustainable consumption and production patterns

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

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

Climate Resilient Places Targets

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

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



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

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

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

Climate Resilient Places Targets

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



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.



Sustainable Development Goals & Targets | **Landcom Response**



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 with 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.

In FY23 a total of 249.41ha of biodiversity will be protected and restored by National Parks, local councils or other entities aligned with legislative guidelines.



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.

Accountable & Collaborative Places Priority

In FY19 Landcom became a Participant to the United Nations Global Compact, committing to embed the ten principles in our operations. We also completed a Human Rights Salience Assessment, prioritising our three human rights focus areas for FY20, and launched our Human Rights Statement in FY21.



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, which is aligned with the International Association for Public Participation, and dedicated to meaningful engagement.

Healthy & Inclusive Places Targets

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

Accountable & Collaborative Places Priority

Work with industry to upskill our supply chain on sustainability issues (e.g. through partnership with Supply Chain Sustainability School), for example Modern Slavery training for all Landcom staff.

We also partner with the Property Council of Australia for the Modern Slavery Supplier Platform, to engage our supply chain regarding modern slavery risks.



Appendix E: Summary of Stakeholder Issues

Stakeholders	Consultation method	Issues
State Members of Parliament	Presentations and briefings Site visits and tours	Understanding community priorities Addressing concerns Project timeframes Program milestones
Federal Members of Parliament and agencies, including: Department of Climate Change, Energy, the Environment and Water, Department of Foreign Affairs and Trade	Telephone and emails Site visits and tours Presentations and briefings	Understanding community priorities Addressing concerns Environment protection and biodiversity conservation conditions Management of military heritage precinct
State agencies, including: Department of Premier and Cabinet Greater Cities Commission NSW Treasury T-Corp Department of Planning and Environment Office of Environment and Heritage Transport for NSW Heritage Council of NSW Office of Strategic Lands Hunter and Central Coast Development Corporation Office of the Government Architect Property NSW Infrastructure NSW School Infrastructure NSW Utilities Health Infrastructure NSW Department of Regional NSW Northern Rivers Reconstruction Corporation	Meetings and briefings Workshops Telephone, video-conference, meetings and emails Ongoing project liaison including through Multi-Agency Steering Groups, Program Advisory Boards, Program Control Groups and working groups Industry forums Site tours and meetings, CEOs Reference Group	Whole of government coordination of investment decisions and delivery Development of plans for precinct Sustainability Strategy development, SCI & Business Plan, new initiatives and adoptions Councils' debt and T-Corp land availability Collaboration in accordance with agreed frameworks Access to buildings/land Leases and engagement with tenants Repurposing of heritage buildings Coordinate transport management and infrastructure Specific discussion about projects, components and progress against milestones and objectives Voluntary Planning Agreements and modifications to existing approvals Regional park embellishment and use Provide service crossings to service land Debt, grants and subsidies for Affordable Housing Collaboration on site specific projects
Federal agencies, including: National Housing Finance and Investment Corporation (Commonwealth Government) Department of Defence (Commonwealth Government)		



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



Stakeholders	Consultation method	Issues
Department of Education, independent and public schools and universities	University collaborations Telephone, emails and letters Surveys Fieldwork programs Liaison with school principal Ongoing project liaison including through Project Control Group meetings Meetings with academics Lectures, presentations and tours as part of course	Research investments Development of plans for precinct Access to teaching materials and project information Facilitating school precincts Maximising shared use of school buildings Shared use of open space Design, heritage and other aspects of existing spaces Access to buildings/land
Indigenous groups, Local Aboriginal Land Councils, NSW Aboriginal Land Council	Aboriginal Cultural Heritage Liaison Committee meetings Meetings, briefings and presentations Telephone, emails and letters Walks on Country	Coordinate pre-construction activities and archaeological survey Design with Country Development of plans for land to deliver benefits for the Aboriginal communities Design of Aboriginal cultural heritage areas Other indigenous matters Ongoing consultation and collaboration opportunities
Media - TV news, radio and newspaper	Interviews Social media updates Media releases	Development and progress of plans for projects and precinct Opportunity to explain balanced outcomes at projects Opportunity to balance coverage and correct the record on projects



Appendix F: GRI Reporting Initiative Index

Location or comment refers to Landcom's FY23 Sustainability Report, unless specified otherwise.

GRI 2: General Disclosures 2021		Location or comment
2-1	Organisational details	About This Report, Reporting Boundaries FY23 Annual Report, Our Organisation
2-2	Entities included in the organisation's sustainability reporting	FY23 Annual Report, Financial Statements and Notes 1.1 Reporting Entity
2-3	Reporting period, frequency and contact point	About This Report Landcom website 'Contact Us'
2-4	Restatements of information	Any re-statements are indicated using footnotes in this report.
2-5	External assurance	About This Report Appendix A: Assurance Statement
2-6	Activities, value chain and other business relationships	Accountable & Collaborative Places Overview Human Rights Performance Results Appendix C: Modern Slavery Statement Organisations downstream of Landcom include customers (in the form of retail purchasers, and commercial entities such as developers), consultants and other professional services, contractors and subcontractors mainly in the civil works, landscaping, and general construction sectors. In FY23, Landcom had no significant changes to the organisation size, structure, ownership or supply chain. FY23 Annual Report <ul style="list-style-type: none"> • Our Organisation • Performance Against Statement of Corporate Intent • Related parties and joint arrangements.
2-7	Employees	FY23 Annual Report, Management & Accountability
2-8	Workers who are not employees	
2-9	Governance structure and composition	Note as a State Owned Corporation Landcom has Minister Shareholders, not cross-shareholding or controlling shareholders.
2-10	Nomination and selection of the highest governance body	Reported with reference to the GRI Standards, for compliance with these in FY24.
2-11	Chair of the highest governance body	



GRI 2: General Disclosures 2021		Location or comment
2-12	Role of the highest governance body in overseeing the management of impacts	<p>Appendix B: Task Force on Climate-related Financial Disclosures</p> <p>Appendix E: Summary of Stakeholder Issues</p> <p>FY23 Annual Report, Management & Accountability</p> <p><i>Landcom Corporations Act 2001 (NSW)</i>, consultation on sustainability targets is required as part of the <i>Landcom Corporations Act 2001 (NSW)</i>.</p> <p>Reported with reference to the GRI Standards, for compliance with these in FY24.</p>
2-13	Delegation of responsibility for managing impacts	<p>Appendix B: Task Force on Climate-related Financial Disclosures</p> <p>FY23 Annual Report, Management & Accountability</p> <p>Landcom's Board is the highest governance body responsible for managing impacts to the organisation, and meets monthly.</p> <p>Landcom's Audit & Risk Management Committee is a delegation of the Board and specifically considers audit and risk management matters relevant to the business (e.g. climate risk). This Committee meets quarterly and is comprised of Board members and Executives.</p>
2-14	Role of the highest governance body in sustainability reporting	<p>Landcom's Board is the highest governance body responsible for reviewing and approving the Sustainability Report and Annual Report.</p> <p>Members of the Executive team are key stakeholders in the identification of Landcom's sustainability related material topics, and the Board is advised of the process undertaken, and subsequently the material matters adopted by the organisation.</p> <p>Reported with reference to the GRI Standards, for compliance with these in FY24.</p>
2-15	Conflicts of interest	<p>FY23 Annual Report, Management & Accountability</p> <p>Landcom's Staff Code of Conduct</p>
2-16	Communication of critical concerns	<p>The Board is provided with risk updates on a monthly basis. During the reporting period there were no risks of critical concern.</p>
2-17	Collective knowledge of the highest governance body	<p>FY23 Annual Report, Management & Accountability, Financial Statements</p>
2-18	Evaluation of the performance of the highest governance body	
2-19	Remuneration policies	
2-20	Process to determine remuneration	<p>FY23 Annual Report, Management & Accountability, Financial Statements</p>
2-21	Annual total compensation ratio	<p>Landcom Award 2022</p> <p>The majority of Landcom staff are employed in accordance with the Landcom Award 2022, which sets compensation for full time and part time employees. Landcom does not pay bonuses in any form.</p> <p>Reported with reference to the GRI Standards, for compliance with these in FY24.</p>



GRI 2: General Disclosures 2021		Location or comment
2-22	Statement on sustainable development strategy	Message from CEO
2-23	Policy commitments	All policies are endorsed by the Landcom Executive, for approval by the Board.
2-24	Embedding policy commitments	Landcom's full suite of policies, Statement of Corporate Intent, strategies, reports and governance details can be found on our website Reported with reference to the GRI Standards, for compliance with these in FY24.
2-25	Processes to remediate negative impacts	About This Report Human Rights Appendix C: Modern Slavery Statement Human Rights Statement Speak Up Hotline Landcom website 'Contact Us' Reported with reference to the GRI Standards, for compliance with these in FY24.
2-26	Mechanisms for seeking advice and raising concerns	Landcom's Staff Code of Conduct Landcom's Supplier Code of Conduct
2-27	Compliance with laws and regulations	There were no instances of non-compliance.
2-28	Membership associations	Landcom's main industry memberships include Green Building Council of Australia, Property Council of Australia, Master Builders Association, Urban Taskforce Australia, Urban Development Institute of Australia, Corporate Club of Australia, and Committee for Economic Development of Australia.
2-29	Approach to stakeholder engagement	Design through Engagement Appendix E: Stakeholders Join In - Engagement Charter Community Participation Plan
2-30	Collective bargaining agreements	Landcom Award



GRI 3: Material Topics 2021		Location or comment
3-1	Process to determine material topics	About this Report
3-2	List of material topics	Material Matters
3-3	Management of material topics	<p>Reporting Boundaries</p> <p>Landcom periodically reviews its material topics to ensure they remain aligned to industry best practice. Professional consultants are engaged to support Landcom through the GRI aligned process of identifying and applying material topics, and ensuring alignment of our sustainability targets and disclosures.</p> <p>Members of the Executive team are key stakeholders in the identification of Landcom's sustainability related material topics, and the Board is advised of the process undertaken, and subsequently the material matters adopted by the organisation.</p> <p>Other stakeholders involved include Landcom Board members, staff, industry peers, consultants, government bodies and approval entities.</p> <p>Reported with reference to the GRI Standards, for compliance with these in FY24.</p>
GRI 201: Economic Performance 2016		Location or comment
201-1	Direct economic value generated and distributed	<p>FY23 Annual Report, Chair's Review, Financial Statements</p> <p>Note: all operations are within Australia.</p>
201-2	Financial implications and other risks and opportunities due to climate change	Climate Resilient Places Pillar Overview
201-3	Defined benefit plan obligations and other retirement plans	FY23 Annual Report, Summary of Significant Accounting Policies
201-4	Financial assistance received from government	N/A. Landcom is a State Owned Corporation.
GRI 203: Indirect Economic Impacts 2016		Location or comment
203-1	Infrastructure investments and other services supported	Refer to GRI 2-6.
203-2	Significant indirect economic impacts	<p>Productive Places Overview</p> <p>Training & Employment Performance Results</p>
GRI 204: Procurement practices 2016		Location or comment
204-1	Proportion of spending on local suppliers	Landcom is a NSW State Owned Corporation, with all operations within NSW (local). Procurement of immediate goods and services is all local to Australia.
GRI 205: Anti-corruption 2016		Location or comment
205-1	Operations assessed for risks related to corruption	FY23 Annual Report, Public Access to Information and the Protection of Privacy
205-2	Communication and training about anti-corruption policies and procedures	
205-3	Confirmed incidents of corruption and actions taken	Nil.



GRI 301: Materials 2016		Location or comment
301-1	Materials used by weight or volume	Climate Resilient Places Pillar Overview
301-2	Recycled input materials used	Waste & Materials Performance Results
301-3	Reclaimed products and their packaging materials	N/A - Landcom's products are in the form of land and public infrastructure which is not supplied in physical packaging.
GRI 302: Energy 2016		Location or comment
302-1	Energy consumption within the organisation	Climate Resilient Places Pillar Overview
302-2	Energy consumption outside the organisation	Energy & Emissions and Water
302-3	Energy intensity	Energy & Emissions Performance Results
302-4	Reduction of energy consumption	NSW Government Resource Efficiency Policy (GREP)
302-5	Reduction in energy consumption of products and services	Climate Active Journey Case Study
GRI 303: Water and Effluents 2018		Location or comment
303-1	Interactions with water as a shared resource	Landcom has an indirect relationship with water.
303-2	Management of water discharge-related impacts	The greatest impact our developments will have is on the future use by those who live, work and do business in the community once we have delivered it. We do not directly withdraw, consume or discharge water. This is why our targets focus on designing communities that will have low consumption by users, with forecast runoff meeting low impact pollutant loads. Climate Resilient Places Pillar Overview Energy & Emissions and Water Water Performance Results
303-3	Water withdrawal	N/A.
303-4	Water discharge	Landcom does not directly or materially withdraw or discharge water.
303-5	Water consumption	
GRI 304: Biodiversity 2016		Location or comment
304-1	Operational sites owned, leased, managed or adjacent to protected areas of high biodiversity value outside protected areas	Landcom activities taking place adjacent to protected or high biodiversity value areas are subject to legislative approvals.
304-2	Significant impacts of activities, products and services on biodiversity	In FY22 we expanded the use of our biodiversity calculator to address key biodiversity metrics under the Global Reporting Index such as consideration of IUCN Red List species, areas of high value biodiversity, habitats protected or restored and significant impacts of our activities on biodiversity.
304-3	Habitats protected or restored	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Climate Resilient Places Pillar Overview Climate & Resilience Climate & Resilience Performance Results Biodiversity



GRI 305: Emissions 2016		Location or comment
305-1	Direct (Scope 1) GHG emissions	Landcom's most material Scope 3 emissions will come from the communities we create, once operational. We seek to reduce the future operational GHG emissions of these communities through the adoption of emissions reduction targets. Climate Resilient Places Pillar Overview Energy & Emissions and Water NSW Government Resource Efficiency Policy (GREP)
305-2	Energy indirect (Scope 2) GHG emissions	
305-3	Other indirect (Scope 3) GHG emissions	
305-4	GHG emissions intensity	N/A. Landcom's Scope 1 and 2 GHG emissions are not material.
305-5	Reduction of GHG emissions	Climate Resilient Places Pillar Overview Greenhouse Gas Emissions Reduction
305-6	Emissions of ozone-depleting substances	N/A.
305-7	NOx, SOx and other significant air emissions	Landcom does not emit any material ozone-depleting substances in our activities or products, or have any material air quality emissions. For details on how we are approaching air quality see Climate Resilient Places Pillar Overview .
GRI 306: Effluents and Waste 2016		Location or comment
306-1	Water discharge by quality and destination	Climate Resilient Places Pillar Overview Energy & Emissions and Water Water Performance Results
306-2	Waste by type and disposal method	Climate Resilient Places Pillar Overview Waste & Materials Waste & Materials Performance Results
306-3	Significant spills	There were no significant spills during the financial year.
306-4	Transport of hazardous waste	Climate Resilient Places Pillar Overview Waste & Materials Waste & Materials Performance Results
306-5	Water bodies affected by water discharges and/or runoff	Climate Resilient Places Pillar Overview Energy & Emissions and Water Water Performance Results



GRI 308: Supplier Environmental Assessment 2016		Location or comment
308-1	New suppliers that were screened using environmental criteria	All service providers are required to comply with Codes of Conduct that require suppliers to meet high standards in relation to issues such as anti-corruption, environmental protection and social impacts.
308-2	Negative environmental impacts in the supply chain and actions taken	<p>Landcom has supplier panels set up for our main activities, including:</p> <p>Builders (17 suppliers)</p> <p>Civil works (21 suppliers)</p> <p>Landscaping (10 suppliers)</p> <p>These panels are identified as having the potential to generate negative environmental impacts via works that may be undertaken.</p> <p>As part of the panels' establishment, environmental and sustainability criteria were included for evaluation to help minimise impacts.</p> <p>These suppliers are required to prepare an environmental management plan, and to undertake independent audits against their plans when they undertake work for Landcom.</p> <p>During the reporting period we did not agree on any improvements with these suppliers or terminate any relationships as a result of assessments.</p>
GRI 401: Employment 2016		Location or comment
401-1	New employee hires and employee turnover	Refer to GRI 2-7 and 2-8. FY23 Annual Report, Leadership & Organisation Structure
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Landcom Award
401-3	Parental leave	FY23 Annual Report, Leadership & Organisation Structure
GRI 403: Occupational Health and Safety 2018		Location or comment
403-1	Occupational health and safety management	FY23 Annual Report, Health, Safety & Environment, Risk Management.
403-2	Hazard identification, risk assessment, and incident investigation	Workplace Health & Wellbeing
403-3	Occupational health services	Landcom works with an integrated Health, Safety and Environment Framework aligned to international standards.
403-4	Worker participation, consultation, and communication on occupational health and safety	Landcom has agreed to consult with workers through a Work Health and Safety Consultative Committee.
403-5	Worker training on occupational health and safety	Landcom's Code of Conduct Landcom's Supplier Code of Conduct FY23 Annual Report, Health, Safety & Environment
403-6	Promotion of worker health	Accountable & Collaborative Places Overview



403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Human Rights Performance Results Workplace Health & Wellbeing
403-8	Workers covered by an occupational health and safety management system	Landcom's Staff Code of Conduct Landcom's Supplier Code of Conduct
403-9	Work-related injuries	FY23 Annual Report, Health, Safety & Environment
403-10	Work-related ill health	N/A. Work-related ill health is not material to Landcom operations.
GRI 404: Training and Education 2016		Location or comment
404-1	Average hours of training per year per employee	FY23 Annual Report, Leadership & Organisation Structure
404-2	Programs for upgrading employee skills and transition assistance programs	Workplace Health & Wellbeing FY23 Annual Report, Leadership & Organisation Structure
404-3	Percentage of employees receiving regular performance and career development reviews	100% of Landcom employees receive performance reviews and career development reviews annually.
GRI 405: Diversity and Equal Opportunity 2016		Location or comment
405-1	Diversity of governance bodies and employees	FY23 Annual Report, Leadership & Organisation Structure
405-2	Ratio of basic salary and remuneration of women to men	
GRI 406: Non-discrimination		Location or comment
406-1	Incidents of discrimination and corrective actions taken	Nil.
GRI 407: Freedom of Association and Collective Bargaining 2016		Location or comment
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Landcom Award Accountable & Collaborative Places Overview Overview Human Rights
GRI 408: Child Labour 2016		Location or comment
408-1	Operations and suppliers at significant risk of incidents of child labour	Accountable & Collaborative Places Overview Human Rights Performance Results Appendix C: Modern Slavery Statement
GRI 409: Forced and Compulsory Labour 2016		Location or comment
409-1	Operations and suppliers at significant risk of incidents of forced or compulsory labour	Accountable & Collaborative Places Overview Human Rights Performance Results
GRI 411: Rights of Indigenous Peoples 2016		Location or comment
411-1	Incidents of violations involving rights of indigenous peoples	Nil.

**GRI 413: Local Communities 2016****Location or comment**

413-1 Operations with local community engagement, impact assessments, and development programs

[Healthy & Inclusive Places Pillar Overview](#)

[Health, Equity & Inclusion, Community Connection and Safety Performance Results](#)

413-2 Operations with significant actual and potential negative impacts on local communities

GRI 414: Supplier Social Assessment 2016**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 2016**Location or comment**

415-1 Political contributions

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

GRI 416: Customer Health and Safety 2016**Location or comment**

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

[Healthy & Inclusive Places Pillar Overview](#)

[Health, Equity & Inclusion, Community Connection and Safety Performance Results](#)

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

[FY23 Annual Report, Health, Safety & Environment](#)





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



Creating more affordable and sustainable communities