



Reflect Reconciliation Action Plan

May 2024–April 2025





Acknowledgement of Country

Cbus Property acknowledges the Traditional Custodians of Country, on which our projects and investments stand and where members and Elders of First Nations communities have been Custodians for millennia.

We pay our respects to Elders past, present and emerging, and acknowledge the rich living culture and unique role that Traditional Custodians play in the life of these regions.

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The Art of Aretha Brown

Aretha Brown, a proud Gumbaynggirr woman, is an artist, an activist and a former Prime Minister of the National Indigenous Youth Parliament (2017). Through her vibrant paintings, Aretha serves as a storyteller, intertwining history with the celebration of First Nations' legacies in a style uniquely her own.

Renowned for her bold prints and strong lines, Aretha explores First Nations Peoples' stories, ideas, ways of knowing and connection to land, cultivating works that position First Nations people and culture in urban contexts.

In 2022, Cbus Property and Aretha formed a partnership to transform the hoarding surrounding the Collins Arch precinct in Melbourne's CBD into a sprawling urban mural. Spanning 190 metres, this mural stands as a testament to First Nations history, empowerment and knowledge systems.

Developed in consultation with Elder, Aunty Annette Xiberras, the artwork seamlessly integrates First Nations storytelling into the urban landscape and pays homage to the culturally significant Collins Arch site, celebrating the waterways and biodiversity of the Birrarung (Yarra River) prior to colonial settlement.

In developing our Reflect Reconciliation Action Plan (RAP), Cbus Property was eager to continue to build on our existing relationships with First Nations peoples, artists and businesses and seized the opportunity to collaborate with Aretha once again. Based on the existing Collins Arch mural artwork, our RAP artwork consists of four distinct pieces.

The front cover art depicts the rich wildlife, wetlands and medicinal plants that once thrived in the Melbourne CBD. The abstract, brightly coloured patterns that appear on the Market Street hoarding frontage, which include motifs from contemporary urban life, are featured throughout the RAP document.

"Cbus Property is delighted to continue to support a female First Nations artist in Aretha Brown, a remarkable talent, who we are proud to champion by providing a platform for her art at Collins Arch and now in the promotion of our Reconciliation Action Plan," Cbus Property's Chief Executive Officer, Adrian Pozzo, said.

In our commitment to Reconciliation, Cbus Property has a unique role in supporting young Aboriginal and Torres Strait Islander peoples and celebrating contemporary First Nations artists and culture, by demonstrating how we can integrate culture and perpetuate storytelling through our enduring legacy of developments and investments.



Photo credit: Sam Biddle



Photo credit: Sam Biddle





A Message from our Chief Executive Officer

Cbus Property's purpose is to build a legacy by creating exceptional properties and places. We do this to help grow the retirement savings of more than 910,000 Australians, while also creating jobs and adding long-term value to the economy.

We acknowledge that our legacy is infinitesimal in comparison to the 65,000-plus years that Aboriginal and Torres Strait Islander peoples have lived on this land called Australia.

But we also recognise, as one of Australia's largest integrated property developers and investors, we have a powerful role to play in building a future that is equal, respectful and inclusive of First Nations cultures and peoples.

Our commitment to reconciliation began in 2017, with the launch of our joint Reconciliation Action Plan (RAP) with our parent company, Cbus Super. This RAP helped us to set targets, start new conversations and establish valuable partnerships.

We are now proud to launch our own standalone RAP. This recognises the distinct advantages and special responsibilities that Cbus Property brings to our reconciliation journey.

Australia's property and construction industry is one of the nation's largest employers, accounting for approximately 10 per cent of the workforce.

Cbus Property is a creator of highly skilled, highly valued jobs – through our own sites and through our supply chain – and we provide economic opportunities for First Nations peoples that strengthen communities and build wealth for retirement. We can also use our considerable procurement power to support First Nations businesses.

Throughout the next 12 months, our Reflect RAP will guide our activities as we work collaboratively with First Nations peoples to enhance our cultural competency and build culturally safe workplaces, strengthen existing relationships and forge new partnerships. In doing so, we will connect with our purpose and create value for our members.

The referendum on the Voice to Parliament strengthened our ongoing commitment to reconciliation and the role businesses can play on the road to reconciliation. Cbus Property will continue to play our part and support this journey. We believe that listening to the voices of First Nations peoples and learning from their vast knowledge and experiences can help us to build a stronger and more sustainable nation. Our Reflect RAP outlines our enduring commitment to listen and learn.

Adrian Pozzo
Chief Executive Officer
Cbus Property



A Message from Reconciliation Australia

Reconciliation Australia welcomes Cbus Property to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Cbus Property joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Cbus Property to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Cbus Property, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



About Cbus Property

Cbus Property is a wholly owned entity of Cbus Super, the industry superannuation fund for the construction, building and allied industries. As at 31 January 2024, Cbus Super has funds under management exceeding \$90 billion and 910,000 members nationally.

Since inception in 2006, Cbus Property is responsible for the strategic performance and management of the entire Cbus direct property investment business, including major investments and developments in the commercial office, retail and residential sectors.

Our business strategy is underpinned by an unwavering commitment to Environment, Social and Governance (ESG) principles. We uphold the highest standards of sustainability and safety because we are determined to build a better future for our members, our industry and our communities.

Consequently, Cbus Property has grown from a portfolio of \$0.5 billion in 2005 to \$6.5 billion in 2023. With a further \$4.5 billion pipeline of projects, Cbus Property is one of Australia's leading integrated property investors and developers.

Cbus Property does not directly employ anyone who identifies as an Aboriginal and/or Torres Strait Islander person, as at 31 December 2023.



67
employees



800+
direct suppliers



100,000+
direct jobs created
since 2006



14.1%
average return
since inception

Our Investments, Developments and Workplaces

Investments portfolio

\$4.7 billion – Nine commercial office buildings, two shopping centres and two retail precincts

OFFICE

1 William Street,
Brisbane, Meanjin

140 William Street,
Perth, Boorloo

171 Collins Street,
Melbourne, Naarm

311 Spencer Street,
Melbourne, Naarm

313 Spencer Street,
Melbourne, Naarm

447 Collins Street,
Melbourne, Naarm

5 Martin Place,
Sydney, Warrang

720 Bourke Street,
Docklands, Naarm

83 Pirie Street,
Adelaide, Tarndanya

RETAIL

Macquarie Centre,
Macquarie Park, Wallumatta

Pacific Fair Shopping Centre,
Broadbeach Waters,
Kombumerri Country

Newmarket Dining,
at Newmarket Randwick, Eora

The Langston Epping,
(ground-plane retail),
Wallumedegal

Development projects

\$4.5 billion pipeline of projects – four offices, seven residential projects

OFFICE

121 Castlereagh,
Sydney, Warrang

205 North Quay,
Brisbane, Meanjin

435 Bourke Street,
Melbourne, Naarm

9 The Esplanade,
Perth, Boorloo

RESIDENTIAL

111 Castlereagh,
Sydney, Warrang

185 Wharf St,
Brisbane, Meanjin

437 St Kilda Road,
Melbourne, Naarm

443 Queen St,
Brisbane, Meanjin

Como Terraces,
South Yarra, Naarm

East Walker St,
North Sydney, Warrang

Newmarket Randwick,
(Stage 2), Sydney, Eora

Newmarket Randwick,
(Stage 3), Sydney, Eora

Workplaces

Cbus Property operates out of three workplaces, with our head office located in Naarm (Melbourne)

Level 14, 447 Collins Street, Melbourne, Naarm (head office)

Level 23, 1 Farrer Place, Sydney, Warrang

Level 33B, 71 Eagle Street, Brisbane, Meanjin



Investment portfolio



Development projects



Workplaces



'Uncle Jack Tribute': Honouring the late Uncle Jack Charles, a renowned figure in the First Nations community.
Artwork by Aretha Brown.

Our Reconciliation Action Plan

Cbus Property has distinct advantages and special responsibilities that we bring to our reconciliation journey.

As one of Australia's leading integrated property investors and developers, our business is indelibly associated with the land on which our projects sit, and the histories of the First Nations peoples who have been Custodians of this land for millennia.

As a large employer of highly skilled, highly valued jobs, we can provide economic opportunities for Aboriginal and Torres Strait peoples and help them build wealth for retirement. We can also use our considerable procurement power to support First Nations businesses.



Our RAP has been developed to contribute towards several strategic objectives, including:

Business strategy: Our commitment to 'build a legacy by creating exceptional properties and places' is dependent on respectful and inclusive relationships with First Nations peoples.

Sustainability strategy: Our vision to be a world leader in sustainable development and investment is underpinned by excellence in social sustainability, with key focus areas of reconciliation, human rights, diversity, inclusion and human engagement.

People strategy: Creating an inclusive workplace, where people feel engaged, committed and that they belong, is a key principle of our People strategy. Our RAP will deliver a program focused on creating an inclusive workplace that addresses the needs of Aboriginal and Torres Strait Islander peoples.

Importantly, our RAP is a roadmap for Cbus Property's reconciliation journey that delivers:

A framework – Providing a structured and respectful framework for our engagement with First Nations peoples;

Leverage – Guiding us towards the areas where we can leverage our strengths to make the greatest impact;

A plan – Establishing a clear plan for coordinated activities, with agreed actions, timelines and deliverables; and

Accountability – Holding us to account for our commitments.

We recognise that reconciliation is not a destination, but a journey – one that Aboriginal and Torres Strait Islander peoples have been on for generations. Our Reflect RAP, therefore, is an opportunity for us to start new conversations with Aboriginal and Torres Strait Islander peoples and businesses, build our team's cultural awareness and capacity, gain support and advice from our partners, and forge new relationships with First Nations' suppliers.



Our Approach

Our approach to reconciliation is focused on amplifying Cbus Property's unique advantages across three key drivers:

1 Cultural awareness and capacity

- Build our cultural awareness, internal knowledge and capacity through our networks and areas of influence

2 Jobs, employment, skills and training

- Provide employment and business opportunities to First Nations peoples through the development and investment of property
- Partner to create more opportunities for apprentices by fostering skills and trades
- Enable First Nations construction workers to increase their superannuation for retirement
- Support First Nations businesses through our procurement and supply chain

3 Placemaking

- Integrate culture and Country into the design of our projects
- Embrace and reflect the history of the places where we have sites
- Ensure our places are culturally sensitive, inclusive and welcoming to all people, including First Nations peoples

Our Reconciliation Journey So Far

In 2017, Cbus Property collaborated with Cbus Super on the creation of a joint first RAP.

This Reflect RAP included a range of initiatives to respect and celebrate First Nations cultures, reflect on the history of Australia and the role of Traditional Custodians. We introduced smoking ceremonies and Acknowledgements of Country, supported First Nations businesses and artists, and created employee experiences around National Reconciliation Week and NAIDOC Week.

As part of this process, Cbus Property established targets to ensure our appointed contractors provided employment opportunities for First Nations peoples. We recognised this as a strategy to expand employment opportunities for First Nations peoples, grow the pipeline of highly skilled construction workers, and secure the long-term sustainability of our industry.

While we made progress in some key areas, many of the targets and objectives established in the 2017 RAP were focused on Cbus Super's areas of impact and influence. For example, Cbus Super has advised us that research has shown that First Nations peoples have lower superannuation balances when they retire than Australia's broader population. While 86 per cent of Australian men and 84 per cent of women have superannuation when they retire, this falls to 74 per cent of men who identify as Aboriginal or Torres Strait

Islander, and 59 per cent for women. Cbus Super established important targets to address this issue, and we were proud to play our role.

For Cbus Property, the natural next step on our reconciliation journey was to create our own specific RAP – one that captures the hearts and minds of our own people, builds awareness and cultural safety within our own organisation, and articulates why reconciliation is material to our business.



Photo credit: Northside Studios

Established Partnerships and Current Activities

Cbus Super RAP commitments

As part of the RAP launched in 2017, Cbus Property committed to and delivered on two key tasks: to investigate Aboriginal and Torres Strait Islander apprenticeship opportunities and employment pathways through project tenders; and to establish targets for Aboriginal or Torres Strait Islander workers and apprentices for our projects moving forward.

We have also collaborated with Cbus Super on some key learning opportunities and events, examples being a well-received webinar about the Uluru Statement of the Heart and the Voice to Parliament.

Authentic celebrations and recognition of Aboriginal and Torres Strait Islander cultures

We have participated in National Reconciliation Week and NAIDOC Week since 2017.

We look for cultural learning opportunities aligned with these events to create meaningful and authentic connections. For instance, for NAIDOC Week 2023, we shared a video documenting the creation of a major mural by Gumbaynggirr artist, Aretha Brown, which spans 190 metres around the perimeter of our Collins Arch precinct in Melbourne.

Acknowledgement and engagement with local Custodians

We have introduced smoking ceremonies and Welcome to Country protocols at project sites and Cbus Property conferences.

For example, Cbus Property marked the commencement of construction on 435 Bourke Street, Melbourne, with a Welcome to Country and traditional smoking ceremony to pay respects to the Traditional Custodians of the land, the Wurundjeri Woi Wurrung peoples of the Kulin Nation.

Wurundjeri Gunnai Kurnai Elder, Uncle Ringo Terrick, performed the ceremony to honour his peoples' deep connection to Country and cleanse our development site, to lead us peacefully and respectfully through the construction journey of 435 Bourke Street. Uncle Ringo was joined by the Koori Youth Will Shake Spears Dance Group.

Since 2020, we have celebrated the commencement of construction with smoking ceremonies for several other developments, including 443 Queen St in Brisbane, Nine The Esplanade in Perth, Como Terraces in South Yarra, the second stage of the Newmarket Randwick masterplan community in Sydney, 205 North Quay in Brisbane and 83 Pirie Street in Adelaide.

We have also developed an Acknowledgement of Country protocol for Cbus Property meetings.



Photo credit: Northside Studios

Diversity and Inclusion program

Cbus Property promotes a diverse and inclusive workplace, where the unique skills, perspectives and life experiences of each employee are valued. Our Diversity and Inclusion policy and action plan are focused on initiatives across four pillars:

- Inclusive culture
- Inclusive careers
- Inclusive leadership and decision-making
- Inclusive construction, commerce and community

Cbus Property will use the principles above to design a program specific to Aboriginal and Torres Strait Islander peoples, that reflects the unique lived experiences of First Nations peoples. Through the implementation of our RAP, Cbus Property is committed to providing an inclusive workplace for First Nations peoples.



Photo credit: Taryn Bourne



Supporting First Nations artists

We understand that, for Aboriginal and Torres Strait Islander peoples, art tells stories of connection to land and Country, sharing knowledge that has been passed on for generations. We actively invest in First Nations artists to help us create the best places. For example:

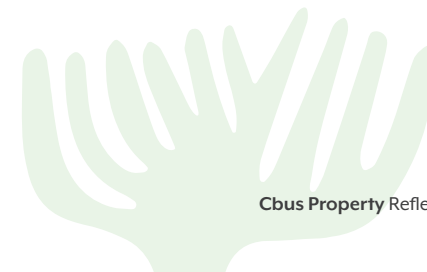
- **140 William Street, Perth:** In 2022, we launched MAARAKOOL ('With Our Hands') – a creative space that showcases Whadjuk Noongar storytelling through art. Two new murals by local artists, Kambarni and Marcia McGuire, were unveiled in Railway and Globe lanes. In July 2022, MAARAKOOL hosted a series of talks and tours, a co-creation mural and printmaking workshops. Later in the year, the Kambarni mural was amplified with an interactive light and sound display for the City of Perth's annual Christmas Lights Trail.
- **Collins Arch, Melbourne:** An artwork spanning 190 metres around the perimeter of Collins Arch precinct is a powerful symbol of our commitment to champion First Nations storytelling. Gumbaynggirr artist, Aretha Brown, celebrates Aboriginal and Torres Strait Islander peoples, histories, empowerment and knowledge systems.



Photo credit: Taryn Bourne

Developed in consultation with Elder, Auntie Annette Xiberras, the mural plays homage to a culturally significant site and celebrates the waterways and the rich biodiversity that lined the banks of the Birrarung (Yarra River) prior to colonial settlement. The work also acknowledges Aboriginal and Torres Strait Islander peoples' activism and pays tribute to artist, activist and Elder, Uncle Jack Charles.

- **83 Pirie Street, Adelaide:** We commissioned John Lochowiak, a Kurna- and Wadi-initiated man with strong ties to the Pitjantjatjara and Raminjeri peoples, to create the hoarding artwork for the 83 Pirie Street retail site. The artwork symbolises a human, physical and spiritual connection to Country, unity and equality between men and women, depicting a serpent to represent the creation of time, song lines and dreaming tracks. Tjilbruke, a dreaming story from the Adelaide Plains Area, is also featured in the artwork.



Procuring from First Nations businesses

As at 30 June 2023, we have procured approximately \$100,000 of goods and services directly from First Nations businesses and sole traders. This figure does not include the indirect procurement of goods, services and labour from First Nations businesses at our development projects.

We plan to increase our spend and engagement over time by integrating these businesses into our procurement systems. To date, we have focused on engaging First Nations catering services for important events and supported local small businesses for authentic, hand-made, hand-painted gifts.

In early 2022, our office portfolio was certified carbon neutral by the Climate Active Carbon Neutral Buildings Standard. Our carbon reduction strategy only uses offsets as a last resort. We procured carbon credits to offset our residual emissions with two carbon projects that supported local Aboriginal corporations, land councils and Arnhem Land ranger groups assisting local Aboriginal communities and people.

- **Wilinggin Fire Project** – is located on the Wilinggin Indigenous Protected Area (IPA) in the Kimberley in northern Western Australia. The project is owned and managed by the Traditional Owners of the land and uses Indigenous traditional knowledge and modern scientific practices to conduct early dry season burns, which reduce the amount of greenhouse gas emissions released into the atmosphere from unmanaged wildfires in the late dry season. Funds from the sale of carbon credits are reinvested into ongoing management of Country, protecting vulnerable habitats, cultural sites and community infrastructure from destructive wildfires, and mitigating the impact of weeds and feral animals on threatened species. The project enables transfer of traditional knowledge between generations and improves the wellbeing of Traditional Owners by strengthening their connection to Country. The rangers are supported by the Kimberley Land Council, the Kimberley Ranger Network, and many other partners who assist with the work program.
- **Jawoyn Fire Project** – is another savanna-burning project that supports significant social, cultural and economic benefits to Aboriginal and Torres Strait Islander peoples. The association's Jawoyn Rangers manage the Jawoyn estate across the Katherine, Kakadu and Roper region in the Northern Territory. All revenue from the sale of credits is reinvested in managing Country, supporting jobs and training for land owners and custodians, and connecting people back to Country. The rangers employ the same techniques as their ancestors – burning areas in the early dry season to reduce wildfires and refresh Country.



Photo credit: Taryn Bourne



Employing First Nations peoples

Our 2017 RAP with Cbus Super recognised opportunities for Cbus Property to provide employment and skills development in our projects. We began recording data on First Nations peoples as part of the contracted workforce at our development projects in 2020. Since then, we have provided 82,800¹ hours (approximately 2.3 per cent) of work for First Nations workers and First Nations apprentices.

In 2022, we refreshed our workforce participation targets for new development projects. Our current aspirational targets are:

- 3.0 per cent First Nations representation in overall site workforce
- 3.0 per cent First Nations apprenticeships (based on hours)
- 3.0 per cent of total contract value to be procured through First Nations suppliers.

We are now working collaboratively with our builder partners to achieve these aspirational targets.

Reconciliation survey

In May 2023, we undertook an employee survey to understand the levels of awareness and cultural knowledge of our people and to identify learning opportunities. We found:

- 84 per cent of respondents had some form of cultural learning, and roughly half had participated in First Nations cultural learning provided by Cbus Property
- 100 per cent of respondents indicated they would like to participate in at least one to two First Nations cultural learning opportunities in the 12 months to June 2024
- 98 per cent of respondents believed it was important for Cbus Property to have a RAP, however 62 per cent of respondents noted their understanding of RAPs was limited or somewhat limited.

The survey offered important insights into what our focus areas and deliverables need to be for our Reflect RAP and was a useful exercise to raise awareness with our people and recruit those interested in joining our RAP Working Group.



Photo credit: Sam Biddle

1. Up to 30 June 2023



Our Working Group

Our RAP Working Group, established in June 2023, includes people representing a cross section of the key business functions of Developments, Investments, People & Experience, Sustainability, Finance, IT, Governance, Risk & Compliance and Public Relations & Corporate Affairs.

The RAP Working Group is responsible for the formulation and implementation of our RAP. Importantly, the RAP Working Group gives our people a stronger voice to shape the employee, customer and community experience as we continue our reconciliation journey.

The RAP Working Group provides updates to our and regular updates to the Executive team and Board of Directors.

Adrian Pozzo, Chief Executive Officer of Cbus Property, has been named our RAP Champion and taken on the responsibility for driving and championing internal engagement and awareness of our RAP.

Adrian Pozzo
(Cbus Property RAP Champion)
Chief Executive Officer

Marc Gillespie
(RAP Working Group Chair)
Head of Sustainability & ESG

Amber Irwin
Risk & Compliance Analyst, Governance

Arjun Kumar
Senior Commercial Analyst, Finance, Treasury,
Commercial & Investment Performance

Bonnie Ziegeler
Senior PR & Corporate Affairs Manager,
PR & Corporate Affairs

Cassie Monahan
Senior Manager, People & Change,
People Experience

Danny Gardiner
Senior Liaison Manager, Corporate

Jen Baxter
Development Manager, Development NSW

Kelsey Bicknell
Graphic Design & Events Manager,
PR & Corporate Affairs

Nick Chapman
Senior Development Manager,
Development QLD

Priyanka Kanagalingam
Sustainability Manager

Sally Labas
Senior Manager, Investment Management

Steve Stancombe
IT Manager, Technology

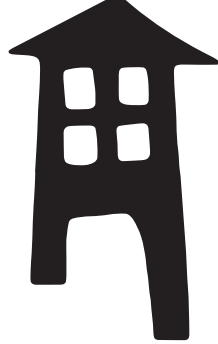


'City Life': Showcasing First Nations peoples in the bustling streets of Melbourne, emphasising the importance of First Nations history and storytelling.
Artwork by Aretha Brown.

Our Commitments Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	August 2024	Senior Manager, People & Change, Head of Sustainability & ESG
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2024	Head of Sustainability & ESG
Continue to build relationships by celebrating National Reconciliation Week (NRW).	Promote and circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2024	Senior PR & Corporate Affairs Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024	Head of Sustainability & ESG
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024	Head of Sustainability & ESG
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all employees and include a commitment statement on internal business systems and platforms.	September 2024	Senior PR & Corporate Affairs Manager, Senior Manager, People & Change
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2025	Senior Liaison Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2025	Sustainability Manager
	Engage with Cbus Super's RAP Working Group regularly to collaborate and share knowledge.	December 2024	Head of Sustainability & ESG
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	April 2025	Senior Manager, People & Change
	Conduct a review of employment policies and procedures to identify existing anti-discrimination provisions and future needs.	April 2025	Senior Manager, People & Change

Respect



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2024	Sustainability Manager Senior Commercial Analyst
	Conduct a review of cultural learning needs within our organisation.	September 2024	Senior Manager, People & Change Risk & Compliance Analyst
	Create a cultural learning plan and deliver an appropriate level of cultural training to all employees.	April 2025	Senior Manager, People & Change Risk & Compliance Analyst Head of Sustainability & ESG
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas, investment portfolio and current development pipeline.	February 2025	Senior Development Manager Senior Investment Manager
	Increase employees' understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country protocols.	February 2025	Head of Sustainability & ESG Senior PR & Corporate Affairs Manager
	Conduct a review of our Acknowledgement of Country protocol.	October 2024	Risk & Compliance Analyst
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information among our employees about the meaning of NAIDOC Week.	July 2024	Senior PR & Corporate Affairs Manager
	Introduce our employees to NAIDOC Week by promoting external events in our local areas.	July 2024	Senior PR & Corporate Affairs Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	Head of Sustainability & ESG



Opportunities



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	February 2025	Senior Manager, People & Change
	Build understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.	February 2025	Senior Manager, People & Change
	Review existing targets for Aboriginal and Torres Strait Islander participation rates at our development projects and review our progress to date.	April 2025	Senior Development Manager Senior Liaison Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal- and Torres Strait Islander-owned businesses and establish procurement targets for each relevant area.	October 2024	Head of Sustainability & ESG
	Investigate Supply Nation membership.	September 2024	Head of Sustainability & ESG
	Review existing Aboriginal and Torres Strait procurement plans and targets for both our investment portfolio and development projects.	February 2025	Head of Sustainability & ESG Senior Development Manager Senior Investment Manager

Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form an RWG to govern RAP implementation.	July 2024	Head of Sustainability & ESG
	Draft terms of reference for the RWG.	July 2024	Risk & Compliance Analyst
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2025	Head of Sustainability & ESG
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2024	Head of Sustainability & ESG Senior Commercial Analyst
	Engage senior leaders in the delivery of RAP commitments.	July 2024	Risk & Compliance Analyst
	Appoint an executive leader to champion our RAP internally.	July 2024	Senior Liaison Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2024	IT Manager
Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.	Engage with Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June, annually	Head of Sustainability & ESG
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August, annually	Head of Sustainability & ESG
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Head of Sustainability & ESG
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2025	Head of Sustainability & ESG

Contact Us

For any enquiries regarding our RAP,
please contact:

General enquiries:

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www.cbustproperty.com.au

Marc Gillespie

Head of Sustainability & ESG

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