



**RECONCILIATION
ACTION PLAN**

REFLECT

2023 - 2024



Acknowledgement of Country

Goodman acknowledges the Traditional Owners of this nation and pays respect to their Elders past and present. Our flagship workspace in Sydney (Warrane) is on the land of the Gadigal and Bidjigal people and our supporting offices in Western Sydney, Macquarie Park, Melbourne (Naarm) and Brisbane (Meanjin) are on the land of the Dharug, Boon Wurrung/ Bunurong, Turrbal and Yuggera people. As an organisation with national reach, we extend our acknowledgment to all First Nations peoples and express our support for the continuation of their cultural, spiritual, and educational practices.





A message from our CEO

I'm proud to present Goodman's first Reconciliation Action Plan (RAP). This initial stage is to reflect, but first we must listen and learn. We are privileged to be in the experienced hands of our RAP partners as we think deeply about how Goodman can contribute to a continent that is fully reconciled with the First Nations peoples who have always been here.

As I reflect, I think about what we've achieved so far.

We employed a Head of First Nations Engagement who has provided valuable insights and made an impact on our business.

We're working with Clontarf Foundation, St Kilda Football Club, and Fareshare on education and employment pathways, health and sport, housing, and access to nutritious food. We will continue to invest in community initiatives to close the gap in Indigenous outcomes.

Our people in Australia have been participating in cultural immersions, volunteering opportunities and smoking ceremonies.

A sustainable procurement framework has been introduced - where we're assessing introducing a percentage of spend targets in some of our tender documents for social enterprises focused on Indigenous organisations.

We're implementing Indigenous design principles at some properties with our landscaping contractors, and we've purchased carbon credits from an Aboriginal-owned and operated carbon farming business where we invested in the Arnhem Land Fire Abatement (ALFA) projects in Australia's Northern Territory.

We have a platform and a voice at Goodman. But our job is not to be the only ones talking. Over the years, we've learned to listen through our attentive relationships with stakeholders and customers - indeed, making space for greatness became our purpose.

We want to apply that purpose to our RAP by amplifying the First Nations voices all around us. We acknowledge these voices have been talking for a very long time already.

Goodman has a distance to travel yet. But we are dedicated to using our sphere of influence to bring others with us too. Because true and lasting reconciliation will only happen if we make it happen together.

Sincerely,
Jason Little
CEO Australia
Goodman Group



A message from Reconciliation Australia

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

Goodman Group joins a network of more than 2,200 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 Goodman Group 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 Goodman Group, 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



The artist

Danielle Mate

Danielle is a descendant of the Murrawarri People on her Grandmother's side and the Euahlayi People on her Grandfather's side.

Danielle Mate has held numerous private exhibitions in NSW, QLD and the ACT and in 2012, Danielle's work became part of the Private Collection of The American Ambassador in Canberra ACT and President Obama's Private Collection, The White House, Washington DC.

Danielle found an early connection with art while at school and describes this time as a period of personal expression and learning about her own culture in an environment where identifying as a young Aboriginal person in a predominantly non-Aboriginal urban community was a difficult thing to do. Danielle has a Bachelor of Arts (Visual Arts and Design) from the University of Wollongong in NSW.

Danielle says, 'for thousands of years, Aboriginal people have been using symbolism and art forms to communicate and recount stories, and have not been reliant on the use of labeling or using paragraphs of words to share stories.' Danielle creates art that is relevant to where she is from, where she has been and where she is at in her current belonging.



The artwork

This bespoke piece of art has been created recognising the history that connects a place and people; raw materials like timber, grass and ochre; and layers signalling the story of past, present and future.

Using lines, the artwork demonstrates the traditional craft of weaving and use of natural materials. When something is woven it becomes stronger; it brings in an element of strength and growth. The horizontal lines represent the earth, Mother Earth, layers of earth, time, and history. The vertical lines adding a new layer of history. These lines are not complete – a nod to Goodman's RAP journey – which is still a work in progress.

The U shapes are a traditional symbol for people. Represented facing opposite directions denotes male and female.

The centre circles are a traditional symbol. They represent a meeting place, Goodman.



Our RAP vision

Our RAP vision seeks to make space for greatness by educating and influencing our employees, customers and stakeholders on the important role First Nations communities and peoples play in Australia.

At Goodman, we seek to lead by example through truth-telling and to create cultural learning opportunities for our staff and clients, and economic empowerment for First Nations peoples through business and employment opportunities.





Our reconciliation journey

In 2021, we engaged Two Point Co, to facilitate a series of tailored workshops to form our reconciliation vision and to set our 12-18 month roadmap.

In 2022, First Nations business, Ngurra Advisory, helped us to develop our RAP initiatives. We formed a RAP working group, which was joined by Ngurra's Managing Director, Mathew Cornwell, to give us guidance along the way.

Goodman's Reflect RAP is based on the pillars of relationships, respect, opportunities and governance. Each of these we have considered deeply through the lens of our business, our people and our business networks.

Our first RAP enunciates Goodman's commitment to the process of truth-telling. The education and engagement of our people is a priority and we believe our modest employee headcount is an opportunity for a program that really cuts through.

We support the continuing connection to Country – the land, waters, cultures, languages and traditions of Aboriginal and Torres Strait Islander peoples, as well as their economic empowerment and self-determination. As we learn more about best practice ourselves, we will share our reconciliation journey with our industry networks and peers. Our hope is that our sphere of influence will become a sphere of potential opportunity for First Nations peoples.

At Goodman, we act with integrity. Our RAP is important and our progress against its goals will be measured to ensure we are on track. Our RAP Working Group will manage governance as we move through this Reflect stage and onwards.



Our RAP Working Group

Name	Business unit	Role
Brendon Quinn (Co-Chair)	Developments	General Manager, NSW Industrial Development
Travis Hardman (Co-Chair)	Corporate / Developments	General Manager, VIC/SA/WA
Jason Little (Champion)	Corporate	Chief Executive Officer, Australia
Kris Ashpole	Foundation	CEO, Goodman Foundation
Simon Lavercombe	People and Culture	General Manager, People and Culture
Ben McGilp	Developments	General Manager, Development
Sarah Webb	Foundation	Coordinator, Goodman Foundation
Tim Lewis	Property Services	General Manager, Property Services
Julia Clayton	People and Culture	Senior Manager, People and Culture
Kerrie Muskens	Marketing	General Manager, Marketing and Communications, Australia
Emma McMahon	Corporate	Head of Sustainability
Richard Saliba	Corporate	Chief Operating Officer, Australia
Samantha Evans	Legal	General Counsel, Australia
John Gray	Property Services	Portfolio Manager, Queensland
Mathew Cornwell	External Consultant	Managing Director, Ngurra Advisory



Our initiatives

The Goodman Foundation has supported several First Nations support programs including:

The Clontarf Foundation Academy

The Clontarf Academy focuses on the education, self-esteem and employment of First Nations boys and has helped almost 6,000 boys complete Year 12 and find employment. Our three-year investment in this program is aimed at increasing school attendance rates through the boys' passion for rugby.

FareShare – Meals for the Mob

FareShare's Brisbane-based program, Meals for the Mob, is an initiative by First Nations people, for First Nations people. After listening to communities on which meals they needed, FareShare consulted with University of Queensland on cost-effective ways to make them nutritionally rich. After the success of the Meals for the Mob pilot and positive feedback from communities, Goodman Foundation committed to three years of support to expand it, and to hire a First Nations officer.

St Kilda Football Club – Next Generation Academy

Through Goodman Foundation, we have been supporting the All Nations activities of St Kilda Football Club (SKFC) for four years in Melbourne's south. The partnership has recently expanded to support SKFC's Indigenous scholarship program, which includes a high-impact program of off-field life skills such as nutrition, time management and mental fitness.

Internal initiatives

The education of Goodman people is a priority of our Reflect RAP. Our initiatives include:

- + Senior leadership briefings and workshops on the RAP process
- + Formation of a RAP Working Group
- + Initiating an Acknowledgement of Country for the Goodman Annual General Meeting and other group meetings
- + Conducting a Welcome to Country and smoking ceremony at all new Australian development projects
- + Communicating awareness of the national holiday held on 26 January of each year, and what this means for First Nations peoples
- + Surveying our Australia business to identify training and immersion opportunities
- + Celebrating National Reconciliation Week and NAIDOC Week events
- + Hosting a Welcome to Country and smoking ceremony at Goodman's flagship workspace, The Hayesbery
- + Including First Nations immersion activities for our people at our Team Day in 2022
- + Conducting a RAP roadshow across all Goodman offices in Australia

Goodman partners with Clontarf Foundation to create change

By helping First Nations boys finish Year 12, Clontarf Foundation is creating multi-generational change.

Each weekday during the school year, thousands of Indigenous boys rise early and board a chartered bus to one of the 148 Clontarf Academies embedded in high schools around Australia. It's an active step towards a better future.

The gap in education is stark. For a complex set of reasons, the school attendance rate of Indigenous children, nationally, is 14% lower than non-Indigenous students and as low as 63%, on average, in remote areas. Clontarf Academy targets communities with even lower attendance rates across 158 schools in five Australian states and the Northern Territory.

With the cooperation of First Nations communities and each jurisdiction's department of education, the academies have been helping an increasing number of boys finish Year 12 each year.

Clontarf's method is simple yet effective. If a participant's attendance stays above 80%, and his discipline record is clear, he's rewarded with organised sports and outings to build health and self-esteem – including camping, fishing and meeting Australian football legends. If he's not achieving 80% or above, Clontarf aims to address his personal challenges and increase his attendance.

Over time, the link between personal responsibility and positive outcomes becomes clear. "We do lots of really healthy activities, fun stuff, but the kids have to demonstrate the values and attitudes expected in the academy," says James Grant, Partnerships Manager at Clontarf Foundation. While boys are under the keen eye of a Clontarf employee, Grant says: "This is a behaviour change program that works because the boys make the change themselves."

In 2023, Goodman Foundation is supporting Clontarf to open three new academies in Tweed River and Lake Cargelligo in NSW, and Ballarat in Victoria. "Without Goodman's support, we couldn't go ahead with any of them," says Grant. The Foundation is also directly funding academies in Cranebrook (Penrith) and Matraville in Sydney's south-east.

Goodman employees are set to raise \$250,000 to support Clontarf Foundation, matched by Goodman Foundation to total \$500,000.

Clontarf's scalable, holistic model is yielding extraordinary long-term results. Twenty years after its first graduates exited the program in 2002, a study conducted by Clontarf found 94% of them are working full-time, compared to 50% of Indigenous males across the general population.

Moreover, they are earning significantly higher salaries than their peers and 56% own their own homes, compared to the national Indigenous average of 38%. Perhaps the most positive finding is that all of the 2002 Clontarf alumni say their own children "always attend school", putting those kids at 80-100% attendance: on par with the wider Australian community.

Given Clontarf now has over 10,000 boys in its program, Grant says the study was enormously encouraging. "If you are Aboriginal, or not Aboriginal, you feel vulnerable if you can't support yourself. But if these outcomes happen with every graduate, it solves a massive issue for the wider community."

EMPLOYMENT

Matthew Leggat
Footballer
[Image of Matthew Leggat]

Matthew Leggat
Footballer
[Image of Matthew Leggat]

Charlie Rechichi
Footballer
[Image of Charlie Rechichi]

Charlie Rechichi
Footballer
[Image of Charlie Rechichi]

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First Nations people cooking Meals for the Mob

With the help of First Nations volunteers, meal relief charity FareShare is expanding its program of healthy cooked meals for remote communities.

Nutritious food is difficult to access in remote First Nations communities across Australia. “Something you can readily and affordably buy in a capital city is just so expensive – if it’s even there,” says FareShare Executive Director Marcus Godinho.

Processed food that’s high in calories and salt is easier to get. Consequently, there’s a risk of poor diets contributing to serious health issues including type two diabetes, renal disease and hypertension.

Where nutritious food is absent, poor physical and mental health often follow. It’s why Goodman Foundation is helping to secure the future of FareShare’s Brisbane-based program, Meals for the Mob.

FareShare’s two large-scale charity kitchens were already well-established. They welcome around 1,000 volunteers each week who help to prepare around 50,000 ready-to-eat meals for vulnerable people in New South Wales, Victoria, Queensland and South Australia.

Since 2016, some of that food has come from a garden at Moorabbin Airport in Melbourne’s southeast. It’s one of three kitchen gardens which together grow more than 100,000 kilos of vegetables a year to supplement rescued and donated food. The harvest ensures FareShare can cook nutritious, delicious and well-balanced meals such as salmon on a bed of Asian greens or beef and vegetable stir fry.

In preparation for Meals for the Mob, FareShare consulted extensively with a pilot group of three First Nations communities. It asked each to list the meals that would work best. The University of Queensland consulted on cost-effective ways to make the preferred meals nutritionally rich as the pilot progressed.

Last year, Goodman Foundation committed to three years of support for FareShare’s kitchen garden program and to expand Meals for the Mob. “Philanthropy in Australia is often limited to one-year funding, but Goodman understood that we and the communities needed certainty,” says Godinho.

The funding also helped to hire a First Nations officer to liaise with communities.

Godinho says that when Brisbane-based Indigenous groups heard about it, they said: “Sounds great what you’re doing for our brothers and sisters on Country. Could we get involved in the cooking?” FareShare scheduled a monthly shift called Mob Cook-up Day where First Nations organisations help to make meals that both taste and look great.

“It’s pretty hard turning to a charity and asking for food but if it’s nicely packaged and looks like it’s been purchased, that helps. The dignity piece is really important,” says Godinho.





FareShare
Rescue.Cook.Feed.

David
FareShare
Rescue.Cook.Feed.

Ryan
FareShare
Rescue.Cook.Feed.

Sports forging pathways for the next generation

Responding to a national lack of culturally diverse players in AFL, St Kilda Football Club (SKFC) is building on the success of its multicultural outreach program by engaging First Nations youth both on and off the field.

Before 2018, in the diverse communities around Moorabbin Airport in Melbourne's south, few opportunities existed for young people to play organised sport.

"Through sport, young people are able to be in an environment of safety and, importantly, structure," says Jack Henty, Manager of Community Football Pathways and Partnerships at SKFC. "It's really important for developing healthy habits and routines."

Yet with no gear and limited access to coaches, 40% of school students in the area had never played organised sport.

This finding, and more, was revealed in a 2016 report by the Australian Football League (AFL) called Future Directions of Football. Only 3% of players in the elite men's AFL competition were multicultural, yet around 50% of Australians are born overseas or have at least one parent born overseas.

Another troubling statistic existed too. Around 10% of elite AFL players were Indigenous but their career lifespan was 25% shorter than non-Indigenous players. To address the gaps, the AFL founded the Next Generation Academy (NGA) program consisting of 18 academies around the country.

Through Goodman Foundation, Moorabbin Airport supported SKFC's academy activities in the City of Greater Dandenong and Kingston from day one. "The airport has a real care and interest in the young people that come through our programs and a genuine desire to be a positive part of the community that surrounds it," says Henty.

Between 2019 and 2021, outreach activities took place in 70 schools. More than 10,000 primary school kids participated in the All Nations program with 12 scholarships awarded to multicultural boys and girls. Meanwhile, a work experience placement is open to a multicultural young person to enter the sports management industry.

More recently, Moorabbin Airport's partnership with SKFC expanded to support its Indigenous scholarship program. As part of this, all club employees - 40 male and 30 female players and around 100 administration staff - did training to ensure the club is an environment of true cultural safety able to attract the best First Nations talent.

While removing barriers to participation for more Indigenous players is one goal - another is to contribute to the number of Indigenous youth finishing year 12. To support this, the academy provides off-field life skills such as nutrition, time management and mental fitness, both through experts as well as Indigenous players and mentees.





Goodman has always believed in working towards meaningful, tangible outcomes. As a business that operates in many locations, with a connection to land, it is our responsibility to listen to, learn from and amplify the First Nations voices all around us. To ensure our activities support the continuing connection to land, waters, cultures, languages and traditions of First Nations peoples.

We have a distance to travel yet, and recognise that there is still much to learn, but as we move through the Reflect stage of our RAP, we will create a framework to guide us as we continue to build meaningful and lasting relationships with First Nations peoples. Because true and lasting reconciliation will only happen if we make it happen together.

Greg Goodman





Reconciliation Week 2023

Be a Voice for Generations. As part of Reconciliation Week 2023, our team spent time learning about shared histories and immersing in First Nations Peoples culture. We listened to stories from our Foundation partners Clontarf Foundation, St Kilda Next Generation Academy and FareShare. Together made Meals for the Mob, engaged in Indigenous painting workshops and enjoyed native Australian foods.



NAIDOC Week

Goodman marked the start of NAIDOC Week 2022, with a smoking ceremony and welcome to Country at our flagship workspace, The Hayesbery.

In 2023, our people will have their immersion of history, culture and achievements of First Nations peoples by joining NAIDOC week celebrations in our local areas. Our people are committed to learn about First Nations cultures and histories and participate in celebrations of the oldest, continuous living cultures on earth.

Marking the start of construction at Rosebery Engine Yards

Goodman and the Taylor Australia team welcomed Brendan Kerin from the Metropolitan Local Aboriginal Land Council to Rosebery Engine Yards, to perform a traditional smoking ceremony prior to works commencing. It was an insightful event with a chance for everyone to interact with the smoke and learn more about our history. We're excited to kick-off this project and deliver a truly mixed-use development that is architecturally striking, edgy and cleverly re-purposed.



Ground breaking at Proximity at Botany

Construction of a new 31,000 sqm development at Proximity at Botany was celebrated with a traditional smoking ceremony and ochre blessing. We were delighted to welcome Leslie McLeod, a Yuin, Dharawal and Ngarigo custodian and loreman, and Daniel Ella, a Yuin, Dharawal loreman and firekeeper to perform the ceremony and cleanse the site.



Cultural food immersion for our people

In building an environment for authentic and positive change, Goodman's people in Australia participated in an indigenous food workshop for our people in Sydney curated by chef Matt Atkins, a Malyangapa and Barkindji Wiimpitja of far North-Western NSW, living on Dharug Country. Matt's workshop allowed Goodman people to explore native flavours and range of traditional cooking artefacts and instruments.



Celebrating culture with Metcash in Victoria

Goodman marked the start of construction of Metcash's new Victorian distribution centre at RBR Hub in Truganina, with a smoking ceremony performed by traditional owners of the land, the Bunurong people of the Kulin Nation.

Equivalent to the size of 16 football fields, the facility will be the largest wholesale distribution centre in Australia, incorporating new automation technology to enable efficient supply of products to supermarkets in Metcash's network across the state.



Our commitments



Relationships

Our leading position in the market has been built on great relationships. Leveraging these relationships, Goodman can influence customers, suppliers, investors and industry peers in partnerships that offer meaningful opportunities to First Nations peoples. We want to follow best practice protocols when it comes to building relationships with First Nations communities too.

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	Identify First Nations stakeholders within our sphere of influence for Goodman to establish close working relationships.	November 2023	Chairperson, RAP Working Group
	Do research on best practice to support partnerships with First Nations stakeholders.	November 2023	Senior Manager, People and Culture
	Establish best practice guidelines and protocols for building relationships with First Nations communities.	August 2023	Chairperson, RAP Working Group
Build Relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW materials to our people.	May 2024	General Manager, Marketing and Communications
	Commit RAP working group members to participate in an external NRW event.	27 May – 3 June 2024	RAP Working Group
	Encourage our people and senior leaders to participate in at least one external NRW event.	27 May – 3 June 2024	Chairperson, RAP Working Group



Relationships continued

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Create a spreadsheet of organisations in our sphere of Influence that may come with us on our reconciliation journey.	May 2024	Chairperson, RAP Working Group
	Develop a communications plan to promote our RAP to clients, partners, subcontractors and our people.	August 2023	General Manager, Marketing and Communications
	Identify other like-minded organisations to collaborate with on our reconciliation journey.	November 2023	Chairperson, RAP Working Group
	Identify external stakeholders who may support our reconciliation journey.	August 2023	Chairperson, RAP Working Group
	Investigate partnership opportunities with suppliers or contractors to influence First Nations economic participation.	November 2023	General Manager, Property Services
	Identify like-minded organisations where our support can enhance First Nations communities.	November 2023	CEO, Goodman Foundation
	Implement RAP messages and Acknowledgement of Country in our internal communications.	December 2023	General Manager, Marketing and Communications
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in race relations and anti-discrimination.	May 2024	General Manager, People and Culture
	Review HR policies to identify existing anti-discrimination provisions, and future needs.	May 2024	General Counsel, Australia



Respect

Respect is built on listening and learning and on both telling and hearing the truth. At Goodman, we know we can better educate ourselves about First Nations peoples. While there is much to celebrate, truth telling is also about acknowledging a long history of injustice caused by colonisation and harmful government policies – and the realities of the present too. We are committed to truthful conversations.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Develop a business case within Goodman to increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights.	August 2023	General Manager, People and Culture
	Conduct a review of cultural learning needs within Goodman.	August 2023	Senior Manager, People and Culture
	Develop a cultural immersion plan, or calendar of events, for our Goodman people.	November 2023	Senior Manager, People and Culture
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Raise awareness with our people about NAIDOC Week.	July 2024	Chairperson, RAP Working Group
	Promote external NAIDOC Week events in our local area.	July 2024	Chairperson, RAP Working Group
	RAP Working Group to participate in an external NAIDOC Week event.	July 2024	RAP Working Group





Respect continued

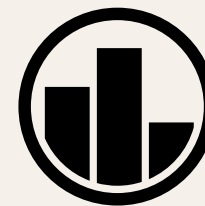
Action	Deliverable	Timeline	Responsibility
Demonstrate respect to First Nations peoples by observing cultural protocols.	Develop an understanding of local Traditional Owners or Custodians of the lands and waters in Goodman's operational areas.	May 2024	Chairperson, RAP Working Group
	Implement acknowledgement protocols and establish relationships with the Traditional Owners and their communities.	May 2024	Chairperson, RAP Working Group
	Develop an understanding of the cultural responsibilities of First Nations employees and reinforce flexible working arrangements.	November 2023	General Manager, People and Culture
	Educate our people on the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country.	May 2024	General Manager, People and Culture
	Include an Acknowledgement of Country across Goodman's communications and meeting protocols.	August 2023	General Manager, Marketing and Communications
	Implement Acknowledgement of Country signage across our office sites.	May 2024	General Manager, Development and General Manager, Property Services
	Review opportunities to re-design or create collateral to promote and show respect to First Nations peoples and communities. For example Acknowledgement of Country on email signatures, website, docusign, or the RAP artwork used on other assets.	May 2024	General Manager, Marketing and Communications
	Conduct a Welcome to Country and smoking ceremony at all new Australian development projects.	August 2023	General Manager, Development



Opportunities

The economic empowerment of First Nations people and communities is an opportunity for Goodman too. We want to attract and retain diverse talent across our business, including First Nations people, and investigate ways to work with First Nations partners and suppliers.

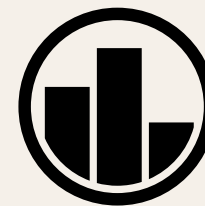
Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Develop a business case for First Nations employment at Goodman.	November 2023	Senior Manager, People and Culture
	Build understanding of current First Nations employment to inform future employment and professional development opportunities.	November 2023	Senior Manager, People and Culture
	Review current recruitment process and identify methods to attract First Nations candidates.	December 2023	General Manager, People and Culture
Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop a business case for First Nations procurement.	May 2024	General Manager, Operations
	Investigate Supply Nation membership.	August 2023	Chairperson, RAP Working Group
	Develop sustainable partnerships with First Nations suppliers for internal operations and projects.	May 2024	General Manager Development, and General Manager Property Services



Governance

The members of our RAP Working Group include all Australian business units at Goodman. When needed, it will be augmented with other expertise for governance purposes. We know that we can't improve what we don't measure so we will survey our people to get baseline information to track the progress of our RAP goals.

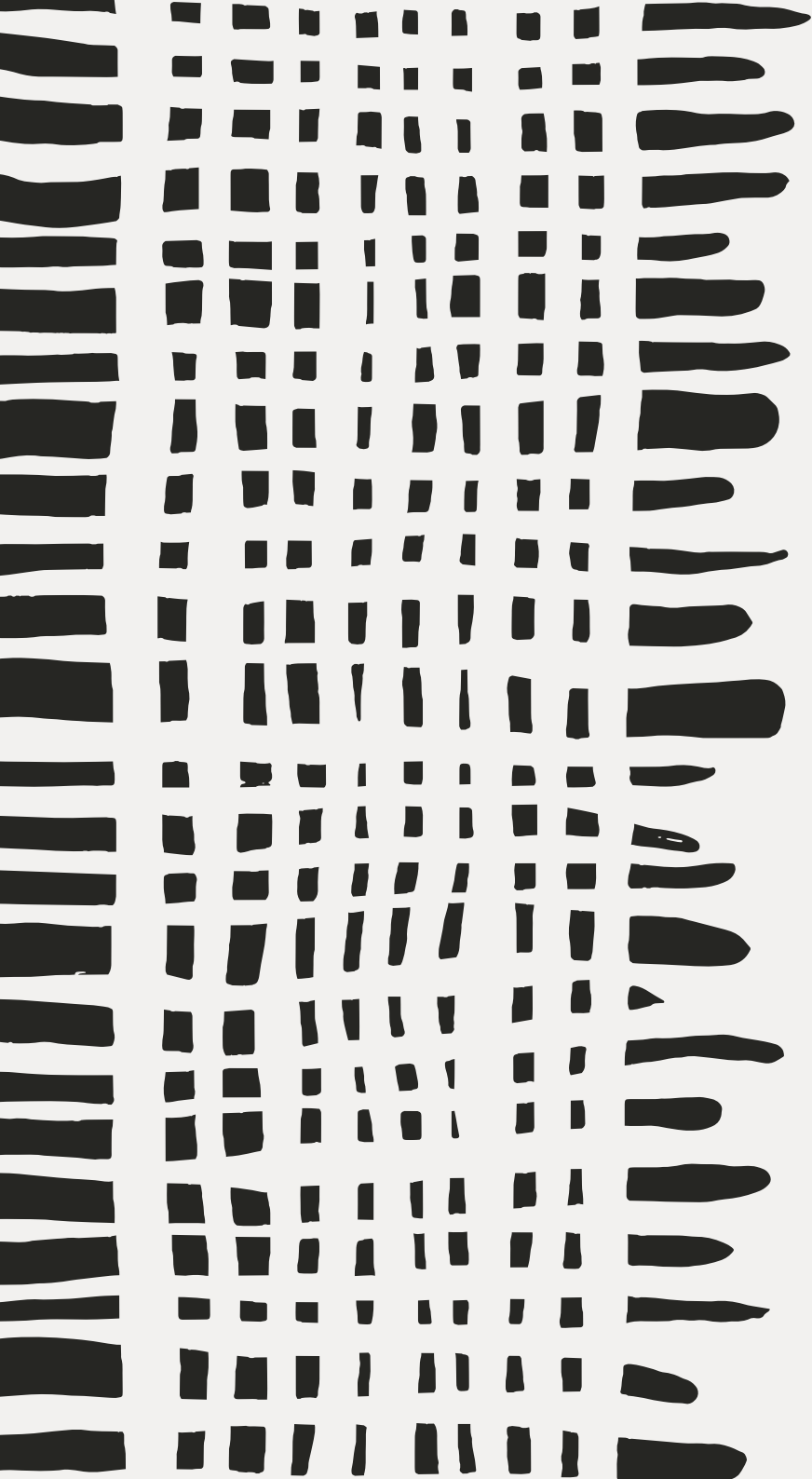
Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Establish and maintain a RAP Working Group to govern RAP implementation.	August 2023	CEO, Australia
	Draft a terms of reference for the RAP Working Group.	August 2023	Chairperson, RAP Working Group
	Seek First Nations representation on the RAP Working Group.	August 2023	Chairperson, RAP Working Group
Provide appropriate support for effective implementation of RAP commitments.	Define which resources are needed to implement our RAP.	August 2023	Chairperson, RAP Working Group
	Increase and maintain First Nations representation on Goodman's RAP Working Group.	November 2023	CEO, Australia
	Engage senior leaders to deliver RAP commitments.	August 2023	Chairperson, RAP Working Group
	Appoint a senior leader to champion Goodman's RAP internally.	August 2023	CEO, Australia
	Decide on best ways to track, measure and report on RAP commitments.	August 2023	Chairperson, RAP Working Group



Governance continued

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Submit the annual RAP impact measurement questionnaire to Reconciliation Australia.	30 September, annually	Chairperson, RAP Working Group
	Develop an annual public RAP report to publicly share Goodman's reconciliation journey.	June 2024	Chairperson, RAP Working Group
	Verify Goodman's contact details with Reconciliation Australia to ensure we receive all RAP correspondence.	July annually	Head of First Nations Engagement
	Request Goodman's unique link to our RAP impact measurement questionnaire.	August 2024	Head of First Nations Engagement
Continue our reconciliation journey by developing our next RAP.	Register through Reconciliation Australia's website to start developing Goodman's next RAP.	August 2024	Head of First Nations Engagement





Contacts:

Candice Bell

Head of First Nations Engagement
Phone (02) 9230 7306
candice.bell@goodman.com

Travis Hardman

General Manager, Victoria
(Co-Chairperson of the RAP
Working Group)
travis.hardman@goodman.com

Brendon Quinn

General Manager, NSW Industrial Development
(Co-Chairperson of the RAP
Working Group)
brendon.quinn@goodman.com

Artwork by Danielle Mate

Designed by:

