



## ACKNOWLEDGMENT OF COUNTRY

The GPT Group acknowledges the Traditional Custodians of the land on which our business operates. We pay our respects to First Nations Elders past, present and future for they hold the memories, the traditions, the cultures and hopes of Australia's First Nations peoples.

## TERMS USED

Throughout this Reconciliation Action Plan the term First Nations peoples is used. For the purpose of this document, First Nations peoples refers to Aboriginal and Torres Strait Islander people of Australia. GPT acknowledges that many Aboriginal and Torres Strait Islander people prefer to be known by other cultural names. We use the term First Nations peoples upon advice from our First Nations employees and our External Advisory Group.

## ABOUT GPT

Established in 1971, The GPT Group is one of Australia's largest diversified property groups and a top 50 ASX listed company by market capitalisation. GPT owns and manages a \$21.5 billion portfolio of offices, logistics, business parks and prime shopping centres in New South Wales, Queensland, Victoria and the Northern Territory.

Our people work across these locations including the major capital cities Sydney, Brisbane, Melbourne and Darwin; and of our 465 permanent employees, four identify as First Nations Australians. Please visit our website to see our current property portfolio and our people locations – [www.gpt.com.au](http://www.gpt.com.au).

## UNITED NATIONS GLOBAL COMPACT

GPT has been a signatory of the United Nations Global Compact since May 2011, which recognises ten principles on human rights, labour, the environment and anti-corruption. Core to this is respecting the human rights of our employees and stakeholders, encouraging respect for human rights through our value chains, supporting human rights in our communities, and monitoring our performance to ensure effective governance.

These values lie at the heart of GPT's commitment to reconciliation and we also acknowledge the United Nations Declaration of the Right of Indigenous Peoples that complements these human rights commitments.



Zachary Bennett-Brook  
[saltwaterdreamtime.com](http://saltwaterdreamtime.com)

GPT would like to acknowledge Zachary Bennett-Brook, of Dharawal country, who was commissioned to produce the original artwork used in this document. The relationship between Zac and GPT began in 2017 when he was commissioned to paint a mural that recognised the Dharawal people at Wollongong Central.

The artwork in our Stretch RAP depicts meeting places located near water, featured in blue with a flowing water design. The artwork symbolises modern day meeting places and reflects the locations of GPT's assets, which are near significant bodies of water and considered hubs in our communities.

“As a proud Indigenous man of Torres Strait Islander heritage born and raised in Dharawal country (Wollongong), I love having opportunities like this to connect with GPT to share my Indigenous culture through my artwork, and convey stories and start conversations with people of all walks of life,” Zac says.

“For me, I feel art is something that enables me to broaden peoples' understanding of Indigenous Australian culture in a very modern and contemporary manner.”

To learn more about Zac, go to [saltwaterdreamtime.com](http://saltwaterdreamtime.com)

## A MESSAGE FROM OUR CEO



I am pleased to present The GPT Group's Stretch Reconciliation Action Plan, which follows on from our inaugural RAP that we produced in 2015.

This RAP confirms GPT's continued commitment to participating in the reconciliation movement and promoting positive change for Australia's First Nations peoples.

GPT is one of Australia's largest property companies, with assets located among many communities across the Eastern seaboard of Australia and in Darwin. As such, we have a role to play to help close the gap that exists between our First Nations peoples and the broader Australian community. This includes improving employment, education and the economic gap faced by Australia's First Nations peoples.

The path to reconciliation is extremely complex and I expect will take a significant amount of time to achieve. I am hopeful that raising awareness of the challenges faced by our First Nations peoples will create a bigger ground swell that will result in positive impactful outcomes.

This RAP showcases some great outcomes achieved by our employees, as a result of meeting the goals set out in our first RAP. It also illustrates our ongoing commitment to push ourselves further, with a new set of measurable targets that will see us further build strong and authentic relationships, provide more career opportunities and promote a culture of respect for our First Nations peoples.

We believe that our continued focus on strong relationships, understanding and respect between First Nations peoples and the wider community will benefit all Australians. I have certainly been more enlightened about our First Nations peoples, through our reconciliation journey, as I know our employees have and I look forward to GPT delivering on our commitments and continually challenging ourselves to do more in the coming years.

**Bob Johnston**  
Chief Executive Officer & Managing Director

## A MESSAGE FROM RECONCILIATION AUSTRALIA



Reconciliation Australia congratulates The GPT Group on its continued commitment to reconciliation as it implements its second Reconciliation Action Plan (RAP).

GPT is one of Australia's largest diversified property groups, and by implementing a Stretch RAP it is applying its passion for inclusivity and accountability to the key pillars of reconciliation – building relationships, practicing respect, and creating opportunities for Aboriginal and Torres Strait Islander peoples.

Making a positive social and economic impact on Aboriginal and Torres Strait Islander peoples and communities is at the core of GPT's RAP commitments, and it understands that for this to be achieved, meaningful relationships are key. We see this through GPT's actionable goal to support reconciliation-focused campaigns such as National Reconciliation Week (NRW), and host a minimum of four NRW events across its offices in Melbourne, Sydney, Darwin and Brisbane, annually.

By committing to develop and implement a cultural awareness training program that is accessible to all employees, GPT is displaying its dedication to conducting business in a manner that is respectful and inclusive of Aboriginal and Torres Strait Islander peoples and cultures, and applying it across all levels of the organisation.

GPT strives to support employment opportunities for Aboriginal and Torres Strait Islander peoples and organisations, as illustrated by its goal to work consultatively with First Nations employees on employment strategies, including professional development.

On behalf of Reconciliation Australia, I commend The GPT Group on this Stretch RAP and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer

*Our inaugural RAP saw over 250 employees take part in face-to-face cultural training and many more participate in events such as National Reconciliation Week and NAIDOC Week.*



*Koomurri performing a traditional First Nations' smoking ceremony at MLC Centre during National Reconciliation Week in 2017.*

## OUR VISION FOR RECONCILIATION

Our vision for reconciliation is an inclusive Australia.

We are working towards a better future. A future where GPT contributes to positive change, promotes respect, creates opportunities and builds strong relationships with Australia's First Nations peoples. A future that is shaped by our recognition of the past and driven by our people today.

### / We asked our people: What does reconciliation mean to you?

**Recognising the past, but moving forward, together.**

*Tiarne Shutt, Property Services Supervisor*

**Equality.**

*Courtney Johnstone, Group Communications Manager*

**'WE'**

*Rhiannon Warrie, Business Development Executive*

**Education, awareness, respect and opportunity.**

*Antony Keenan, Regional General Manager Retail Asset Management*

**To me it's about a better understanding and appreciation.**

*Mark Fookes, Chief Operating Officer*

**Justice and healing.**

*Davina Partridge, Learning & Talent Development Advisor*

**To me, reconciliation means that we acknowledge the events of the past, but move forward, united.**

*Melissa Gardner, Assistant Property Manager*

**Reconciliation is about appreciation and recognition of our past differences but a commitment to bridge that gap and move forward as an aligned single nation of people.**

*Employees of Casuarina Square, Darwin*

**Reconciliation for me is about strengthening relationships through trusting and supportive behaviours. It's also about positive attitudes, listening and acting with empathy in everything we do.**

*Jason White, Retail Relationship Manager*

**Reconciliation to me means the process of two different groups of people or individuals coming together to acknowledge past differences, disagreements or wrongdoings that in turn results in a positive, respectful and peaceful relationship.**

*Tyrone Sheehan, General Manager, Office & Logistics Asset Management*

**To me it means acknowledging the wrongs committed to First Nations peoples in the past and working together for the future to ensure a cohesive nation where we are one.**

*Claire Henderson, Regional General Manager, Melbourne Central Tower*

**The RAP to me is GPT doing it's very best to employ First Nations talent and procure from First Nations suppliers in order to close the disadvantage gap on First Nations peoples' ability to prosper.**

*Anastasia Clarke, Chief Financial Officer*

**To fully maximise our potential we have to understand and respect our past.**

*Dave Moreton, Regional General Manager, Rouse Hill Town Centre*

**My thoughts regarding reconciliation in this context, is about developing a positive, healthy and amicable relationship that acknowledges and respects that the First Nations communities are the Traditional Owners of the Country and the connections that they have with the land, waters and their community and culture.**

*Gary Orton, Operations Manager*

**The establishment of tangible and mutual relationships.**

*Amy Avery, Business Development Executive*

**Reconciliation is about how we regard our First Nations peoples as an integral component of the fabric of Australian life. This involves understanding and embracing First Nations identity and culture as well as its history (both before and after European settlement). It also necessitates an acknowledgement of the wrongs of the past and action, both in the present and ongoing, to collaboratively address the impact that these have had and continue to have on our First Nations peoples.**

*James Coyne, General Counsel, Legal*

**Recognition and inclusion. Recognition in the contribution and history of the First Nations peoples as custodians of the land we live in and which supports my family; and inclusion to ensure we are cognisant of this contribution and history in the decisions we make as individuals and as an organisation going forward.**

*David Flannery, Senior Development Manager, Office Development*

**Reconciliation to me means we have reached a point where we can move forward together as one people living in the land we love, equally respecting both our shared and different cultural heritage, acknowledging past mistakes and damage done, but optimistic about our shared future.**

*Phil Taylor, Head of People and Performance*

## OUR RAP AND RECONCILIATION JOURNEY

GPT's commitment to reconciliation has been a journey, and one that started well before our formal commitments in our inaugural RAP.



During NAIDOC 2017, a First Nations' exhibition titled Land & Language was hosted at Wollongong Central in partnership with ambush Gallery.

After recognising that we had no First Nations employees in 2009, we began to investigate how we might increase First Nations diversity within the Group.

We were inspired by our initial partners, the Aboriginal Employment Strategy and the CareerTrackers Indigenous Internship Program, to identify how we could align our reconciliation contributions to our general business strategy and produce meaningful change for Australia's First Nations peoples.

Our inaugural RAP saw over 250 employees take part in face-to-face cultural training and many more participate in events such as National Reconciliation Week and NAIDOC Week.

It has seen us increase engagement with First Nations organisations, through Elders supporting our cultural learning, joining our events as Welcome to Country speakers and also partnering with us for Community Day – our annual employee volunteering day.

Importantly, our inaugural RAP has led to GPT's recruitment and retention of First Nations employees to whom we are grateful for also sharing their culture and personal stories, and supporting our continued learning.

We currently have four permanent First Nations employees (of 465 permanent head count) and also offer internships through CareerTrackers each year, hosting seven CareerTracker Interns across our business in 2017.

There have been many learnings along the way. We recognise the challenges in bridging employment, education and health gaps are complex, and we know social change takes time and commitment, and requires trust. We also recognise the opportunities we have in building the prosperity of our communities, through developing trusted relationships with our partners and continuing to learn.

**In this Stretch RAP, our aim is to further hold ourselves accountable and increase our contributions to reconciliation.**

For example, we are now tracking and reporting on expenditure with First Nations businesses and have a greater focus on ways we can influence our external stakeholder networks as well.

The GPT RAP Working Group informs the development and oversees the implementation of the Stretch RAP. This Group continues to attract employees from across the organisation and is strongly supported by the Leadership Team.

In 2016, we established a consultative relationship with an External Advisory Group to provide us expert support with our reconciliation journey. We are grateful to Tahnee Jash, Joseph Griffin and Theresa Lake for their exceptional knowledge sharing and ongoing commitment to supporting our reconciliation aspirations. This group has provided invaluable advice on our First Nations employment strategy, ensuring our cultural protocols and processes are respectful and meaningful, and collaborating with us to identify our Stretch RAP objectives.



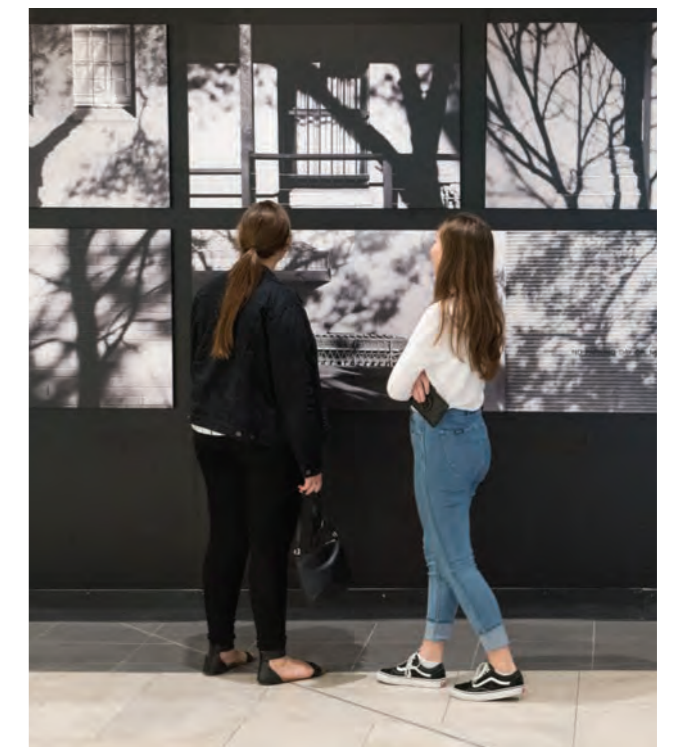
Images highlight few of the contributing artists' pieces by Noni Cragg, David Cragg and Blak Douglas.

*We are extremely thankful to those who have contributed to GPT's reconciliation journey to date, particularly our External Advisory Group, Reconciliation Australia, First Nations leaders in the community and our RAP Working Group.*

**We are proud of our new commitments that form our Stretch RAP, as these are essential to GPT making a positive impact on reconciliation.**

These commitments have been created by our RAP Working Group, our team leaders in the organisation, and in consultation with our External Advisory Group and Reconciliation Australia.

We are extremely thankful to those who have contributed to GPT's reconciliation journey to date, particularly our External Advisory Group, Reconciliation Australia, First Nations leaders in the community and our RAP Working Group.



## REFLECTION CASUARINA SQUARE

### Our Darwin retail asset, Casuarina Square is recognised as a hub for the Northern Territory community.

The Larrakia people are the Traditional Custodians of the Darwin region, which is home to a culturally diverse population. Over 25 percent of its occupants identify as First Nations Australians.

In recent years, the greater Darwin region has experienced an increase in anti-social behaviour, stemming from alcohol abuse, homelessness and youth crime. At GPT, we recognise we have a responsibility to support the Northern Territory community. We have engaged relevant stakeholders to identify and establish appropriate initiatives to help improve the safety, health and an inclusive community space.

To help determine possible solutions to the challenges faced by the community in Darwin a Steering Group was established within GPT.

**This whole-of-business approach has led to a greater understanding of the local community needs and the opportunities for GPT to holistically support our stakeholders.**

The Steering Group is developing a social plan to identify short, medium and long term strategies to help manage the social challenges, which include activities that engage the broader Casuarina Square community.

A particular challenge we have identified is a rise in youth crime. One response has been to engage with the Youth Justice Diversion Program and collaborate with our security provider to mentor a young person as an alternative to incarceration. As part of this program, the young person was given a number of responsibilities at Casuarina Square, including repairs and maintenance to external parts of the property. The young person on their way home one day, saw that a freshly painted wall had been re-graffitied. The young person, in their own time, repainted the wall, indicating.

Another example is our ongoing collaboration via the Darwin Northern Suburbs Liquor Accord. We have brought together relevant stakeholders, including our tenants to develop and implement strategies to manage the responsible sale of alcohol. We have established good dialogue with the Northern Territory government and are advocates for proactive initiatives that support community well-being.

We are continuing to build on our understanding of the issues experienced by our Casuarina Square stakeholders and are committing significant resources to identify and support sustainable and empowering community initiatives. We look forward to sharing the future achievements of our partnerships in supporting a safe, healthy and inclusive Casuarina community.



*The Quarter at Casuarina Square.*

*We are continuing to build on our understanding of the issues experienced by our Casuarina Square stakeholders and are committing significant resources to identify and support sustainable and empowering community initiatives.*



*Casuarina Square's indoor food and entertainment precincts are destinations for the community.*

## REFLECTION

### KIRINARI HOSTEL & CHARLESTOWN SQUARE

**Charlestown Square is a GPT retail asset located in Newcastle, the land of the Awabakal people.**

In 2017, our Charlestown team recognised an opportunity to support a First Nations organisation through GPT's annual Community Day initiative – an organisation-wide volunteering day. Through consulting with a number of trusted community stakeholders, Charlestown Square has since established a mutually beneficial relationship with Kirinari Hostel.

Kirinari Hostel is a federally-funded accommodation facility for First Nations high-school male youth, where they can access education and broaden their sporting talents.

The hostel is located a short five-minute drive from Charlestown Square and the students are regular visitors to the retail centre.

While maintenance is funded by government, the budget for upgrades to the facility built in 1971 is very tight. Together GPT and Kirinari identified a list of realistic and valuable activities that a pool of 60 GPT employees, contractors, Kirinari supporters and Kirinari youth could undertake together.

A range of upgrades were delivered by the volunteers on the day, including landscaping, hedging to create privacy, the construction of a path from the accommodation facility to the gym, and the replacement of a rotting section of decking. Tenants of Charlestown Square also supported the initiative, donating products such as sporting and electrical equipment.

In addition to these tangible outcomes, importantly the Day provided an opportunity for new skills to be learned, for conversations to take place and for relationships and confidence to be built. These outcomes were not just experienced by the youth involved, and a feeling of pride and respect resonated with all.

**Working with these community stakeholders and in particular spending time with the Kirinari youth had a major impact on our GPT employees.**

One of the major benefits recognised by the GPT Charlestown Square team is the value of community connection and the intangible impacts this provides.

This local connection has led to a great opportunity for GPT to foster a partnership of respect and awareness with local First Nations youth and the Kirinari Hostel that extends far beyond Community Day.

We are now looking at how we can build on this relationship, such as through supporting educational initiatives with Kirinari, introducing Kirinari to other valuable stakeholders we work with, and ultimately supporting Kirinari youth and their peers to be active participants in their future.



## MEET

### RHIANNON WARRIE

Rhiannon Warrie started her career with GPT as a CareerTracker Intern. She is now part of our Business Development team, and also sits on our RAP Working Group as well as GPT's Diversity and Inclusion Working Group.

**Rhiannon talks to us about her career to date.**



#### Where are you from, Rhiannon?

I am extremely proud of my culture and strongly identify with all aspects of my heritage being Birri Gubba (First Nations Australian), South Sea Islander and Polish.

#### What led you to work in property?

Property has always appealed to me as it is constantly evolving in its need to both adapt to and shape our future communities and environments. It's an industry which opens many doors, enabling you to live out a very rich and dynamic career.

#### Why did you choose to work at GPT?

GPT has a strong company culture which is clearly underpinned by its core values that the people in this organisation live out every day. Working with people with aligned values and beliefs is a major drawcard for me and I feel a number of these values can be easily called out in the creation of this Stretch RAP. The ones that speak most strongly to me are 'value differences but play as a team', 'raise the bar' and 'focus on the present and the future'.

#### What experiences have you had at GPT?

I have had many experiences and opportunities for personal and professional growth at GPT so far, first beginning in 2013 as an intern through the Career Trackers Internship Program. Since this time, I have gained experience across almost all core sectors of the business and worked in a number of full time positions. This has now provided me with a solid foundation to further my professional and personal development.

#### What inspires you towards achieving your goals and aspirations?

Working in such a supportive environment and also being a role model to the community. While there are many First Nations role models to look up to in Australia today, the corporate sector remains to be an area that is widely under-represented by senior First Nations leaders. To become one of these people in the future is highly motivating.

## RELATIONSHIPS

GPT is committed to building strong, positive relationships and partnerships that support First Nations peoples. We recognise our role in the communities that we operate in, as our assets provide hubs and meeting places for these communities. These assets provide space for people to connect, to share experiences, and to prosper.

### Focus area

Our priority is to grow our engagement with external stakeholders and work together to support recognition, celebration and prosperity of our First Nations peoples in Australian society.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. RAP Working Group (RWG) actively monitors RAP development and implementation	Oversee development, endorsement and launch of GPT's next RAP.	March 2018	Community Engagement Manager
	Ensure First Nations representatives are maintained on GPT's RWG.	Review March 2018, 2019, 2020	Head of People & Performance
	Ensure the internal RAP Champion(s) from senior management is maintained on the RWG.	Review March 2018, 2019, 2020	Head of People & Performance
	Continue to meet at least four times per year to monitor and report on RAP implementation.	March, June, September and November 2018, 2019, 2020	Community Engagement Manager
	Endorse the formal Terms of Reference for the RWG.	March 2018	Community Engagement Manager
	Continue to meet quarterly with GPT's external First Nations Advisory Group to gain cultural advice and guidance.	March, June, September and November 2018, 2019, 2020	Community Engagement Manager
2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between First Nations employees and other employees and to build relationships with local communities	At a minimum, organise four NRW events per year, one in each state where GPT operates (Northern Territory, New South Wales, Victoria and Queensland).	May 2018, 2019, 2020	Community & Inclusion Coordinator
	Explore opportunities to invite First Nations community members to GPT's NRW events to connect and share experiences.	May 2018, 2019, 2020	Community & Inclusion Coordinator
	Register GPT's NRW events via Reconciliation Australia's NRW website.	May 2018, 2019, 2020	Community & Inclusion Coordinator
	Encourage employees and senior leaders to participate in external events to recognise and celebrate NRW.	May 2018, 2019, 2020	Head of People & Performance
	Ensure our RAP Working Group participates in at least three external NRW events per year.	May 2018, 2019, 2020	Head of People & Performance
	Develop and distribute a guide for all assets to support their promotion and celebration of NRW.	March 2018, 2019, 2020	Community & Inclusion Coordinator
	Engage GPT's retail asset teams in NRW and increase the hosting of NRW events at these assets. <ul style="list-style-type: none"> <li>- May 2018: two asset events</li> <li>- May 2019: three asset events</li> <li>- May 2020: four asset events</li> </ul>	March 2018, 2019, 2020	Community & Inclusion Coordinator
	Engage a minimum of three GPT managed office assets to support NRW through the delivery of a NRW digital marketing campaign each year.	March 2018, 2019, 2020	Office Content Marketing Coordinator



## RELATIONSHIPS



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
3. Maintain and leverage mutually beneficial relationships with First Nations peoples, communities and organisations to support positive outcomes	Develop and implement an engagement plan to work with our First Nations stakeholders.	June 2018	Community & Inclusion Coordinator
	Continue to build relations with local First Nations organisations at each asset location, to develop guiding principles for future engagement. This will focus on: <ul style="list-style-type: none"> <li>- 2018: retail assets and offices in Sydney, Darwin, Melbourne and Brisbane</li> <li>- 2019: retail and additional office assets in Sydney, Melbourne and Brisbane</li> <li>- 2020: Wollongong and Newcastle</li> </ul>	December 2018, 2019, 2020	Community & Inclusion Coordinator
	Commit to establishing at least one formal two-way partnership to build capacity in a First Nations organisation and/or community relevant to our sphere of influence.	September 2018	Community & Inclusion Coordinator
	In partnership with First Nations communities, develop and implement appropriate strategies to support Casuarina Square's community needs.	September 2019, reviewed annually	Centre Manager, Casuarina Square
	Identify and engage not-for-profit community groups supporting First Nation peoples to access community bookings across the property portfolio, particularly during NRW and NAIDOC.	July 2018, reviewed annually	Community & Inclusion Coordinator  Business Development Executive – Retail
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Engage GPT's senior leaders in the delivery of RAP outcomes, by embedding RAP commitments into their diversity KPIs.	December 2018	Community Engagement Manager
	Include key RAP related performance objectives in the performance agreements of the RWG members and others who have responsibility for specific areas of RAP delivery.	December 2018	Community Engagement Manager
	Develop and implement a strategy to communicate our RAP to internal and external stakeholders.	By May 2018, reviewed annually	Community Engagement Manager
	Promote reconciliation through on-going active engagement with all stakeholders, including the Property Council of Australia.	March 2018, 2019, 2020	Community Engagement Manager
	Encourage external stakeholders to develop a RAP.	March 2018, 2019, 2020	Community Engagement Manager
	Establish a mechanism to engage and support RAP Champions across business units and locations of GPT operations.	December 2019	Community Engagement Manager

## HIGHLIGHTS FROM OUR RAP JOURNEY SO FAR



### Partnering: Danila Dilba

GPT has been working with Danila Dilba, a First Nations health services provider in Darwin. In 2016 we hosted a planning day for Danila Dilba where our people were able to leverage their knowledge and experience to help develop an integrated property strategy for Danila Dilba. Having the right access to the right properties at the right time is critical to enable Danila Dilba to deliver their vital services.

The benefits of this partnership are mutual, with our people grateful to have had an opportunity to apply their property-sector skills to an organisation that really needed the assistance. It helped our people to think differently, looking at this challenge from a different perspective and taking this learning on to their day-to-day role at GPT.



### Recognition

The majority of GPT's assets are office buildings and shopping centres. Each location is working with local First Nations partners to identify how we can recognise the Traditional Custodians of the land on which that asset is based. 100 per cent of our retail assets host an Acknowledgment of Country on their respective websites and over 50 per cent of our assets currently display an Acknowledgement of Country in their facilities. We look forward to all our assets acknowledging the Traditional Custodians through a display in their facilities.

A number of our Melbourne office assets already display an Acknowledgement of Country in their foyers alongside spectacular First Nations art. Similarly, Wollongong Central shopping centre hosts an Acknowledgment of Country and a wall-sized artwork undertaken by the artist behind our Stretch RAP artwork, Zac Bennett-Brook. Also, a Brisbane office asset has partnered with one of our tenants who has an extensive First Nations art collection and these are displayed in the foyer, curated to engage viewers in culture, history and reflection.



### Cultural Learning

Since the commencement of GPT's first RAP, over 250 employees have been engaged in face-to-face cultural awareness training (more than half our permanent workforce). This has had a significant impact on our people, with many sharing they have since been more proactively engaged in First Nations activities in their communities as well as seeking more information about Australia's history.

GPT has also hosted and attended National Reconciliation Week and NAIDOC Week activities at a number of our assets – including hosting a smoking ceremony at our head office, the MLC Centre in Sydney for National Reconciliation Week.

In addition, we have held a number of internal events to support our growing knowledge and appreciation of First Nations cultures, including a cooking experience by Clayton Donovan as well as the pleasure of hosting a First Nations Elder, Uncle Billy to speak about his culture and community.

GPT now also hosts a Welcome to Country speaker at all major events, such as our Annual General Meeting and an Acknowledgement of Country is said at the start of formal meetings and events.

*For National Reconciliation Week in 2017, a smoking ceremony was performed at MLC centre. The smoking ceremony had a powerful impact on our people, many of whom shared this experience with their families which provided an opportunity to start a new conversation about reconciliation and First Nations peoples cultures and histories.*

## RESPECT

GPT respects the rights and interest of the Traditional Custodians of the lands and waters across Australia. We promote a culture of respect and will continue to strive to build upon that respect with all First Nations communities and organisations where our assets are located.

### Focus area

By demonstrating respect and acknowledging First Nations cultures, we are focused on growing our conversations with First Nations peoples and engaging our broader stakeholder network in these opportunities.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Increase GPT employees' knowledge and understanding of First Nations' cultures, histories and achievements	Develop and implement a First Nations cultural awareness training strategy. This will identify the continuous cultural learning needs of employees in all areas of the GPT business, and use different mediums of learning e.g. online, face-to-face, cultural immersion.	June 2018	Community & Inclusion Coordinator
	Annually review and update the First Nations cultural awareness training strategy document.	January 2019, 2020	Community & Inclusion Coordinator
	Embed the cultural awareness learning activities and reporting in GPT's Learning and Development systems (LearnConnect System and Successfactors).	June 2018	Learning & Development Manager
	All new employees will be asked to complete the online cultural awareness training.	From December 2018	Learning & Development Manager
	Online training to be rolled out June 2018 and participation rates will be: <ul style="list-style-type: none"> <li>- Min 100 current employees in 2018 (or a minimum of 20%)</li> <li>- Min 150 current employees in 2019 (or a minimum of 30%)</li> <li>- Min 200 current employees in 2020 (or a minimum of 40%)</li> </ul>	December 2018, 2019, 2020	Community & Inclusion Coordinator
	Face-to-face cultural learning opportunities to be provided to employees with the following participation rates: <ul style="list-style-type: none"> <li>- Min 100 current employees in 2018 (or a minimum of 20%)</li> <li>- Min 150 current employees in 2019 (or a minimum of 30%)</li> <li>- Min 200 current employees in 2020 (or a minimum of 40%)</li> </ul>	December 2018, 2019, 2020	Community & Inclusion Coordinator
	Provide annual immersive learning opportunities for at least 10 GPT employees (or at least 2% of employees): <ul style="list-style-type: none"> <li>- 10 employees in 2018</li> <li>- 10 employees in 2019</li> <li>- 10 employees in 2020</li> </ul>	December 2018, 2019, 2020	Community Engagement Manager
	Provide tailored learning and development opportunities to business units who identify additional cultural learning requirements.	From March 2018	Head of People & Performance
	Support the GPT Leadership Team to undertake face-to-face cultural learning activities.	July 2018, 2019, 2020	Head of People & Performance
	Enable all RAP Working Group members to undertake cultural training.	December 2018, 2019, 2020	Head of People & Performance
	Identify a preferred external First Nations cultural awareness training organisation.	June 2018	Learning & Development Team
	Promote Reconciliation Australia's 'Share our Pride' online tool to all GPT employees.	March 2018, 2019, 2020	Community & Inclusion Coordinator

## RESPECT



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to First Nations peoples and communities by embedding cultural protocols as part of the way our organisation functions	Display Acknowledgement of Country signage at all GPT sites, offices and assets across Australia.	December 2019	Head of Retail / Head of Office & Logistics
	Invite a local Traditional Custodian to provide a Welcome to Country at three significant events each year, including AGM, National Reconciliation Week and NAIDOC.	December 2018, 2019 2020	Community Engagement Manager
	Continue to promote the GPT cultural protocols document via RAP events, the GPT Intranet, Yammer, People forums and cultural awareness training.	March 2018, 2019, 2020	Community & Inclusion Coordinator
	Maintain and review a list of key contacts for organising a Welcome to Country.	March 2018, 2019, 2020	Community & Inclusion Coordinator
	Annually review the existing cultural protocols document, and update and share changes as appropriate. Ensure this document recognises relevant State, Territory or local community protocols.	December 2018, 2019, 2020	Community & Inclusion Coordinator
	Ensure the Leadership Team and Senior Managers have the ability to provide an Acknowledgement of Country at appropriate internal and external meetings and all other events.	June 2018	Head of People & Performance
	Include an Acknowledgment of Country at the commencement of formal internal events.	March 2018	Head of People & Performance
	Communicate GPT's Cultural Leave policy to all GPT employees, particularly those new to the organisation via People Manager Forums.	March and September 2018, 2019, 2020	Remuneration Benefits Manager
7. Celebrate NAIDOC Week and provide opportunities for all GPT employees to engage with culture and community during the week	Review HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week.	May 2018, 2019, 2020	Community Engagement Manager
	Provide opportunities for all First Nations employees to participate in community NAIDOC Week events.	July 2018, 2019, 2020	Community Engagement Manager
	In consultation with First Nations peoples, hold at least one internal or public NAIDOC week event at GPT's MLC Office.	July 2018, 2019, 2020	Community & Inclusion Coordinator (supported by Customer Relationship Manager)
	Promote external NAIDOC Week events and support all employees to participate in community NAIDOC Week events.	July 2018, 2019, 2020	Community & Inclusion Coordinator
	Develop a guide for all assets to support them in promoting and celebrating NAIDOC Week, such as co-hosting an event with a tenant.	May 2018, 2019, 2020	Community & Inclusion Coordinator (supported by Customer Relationship Manager)
	Share information regarding NAIDOC Week with GPT employees.	July 2018, 2019, 2020	Community & Inclusion Coordinator (supported by Customer Relationship Manager)
	Engage GPT's retail asset teams in NAIDOC Week and increase the hosting of NAIDOC Week initiatives at these assets. <ul style="list-style-type: none"> <li>- May 2018: two asset initiatives</li> <li>- May 2019: three asset initiatives</li> <li>- May 2020: four asset initiatives</li> </ul>	May 2018, 2019, 2020	Community & Inclusion Coordinator
	CEO to acknowledge NAIDOC Week and its importance to all employees through the CEO's fortnightly all-employee communication and the People Managers Forum.	July 2018, 2019, 2020	Communications Manager

## HIGHLIGHTS FROM OUR RAP JOURNEY SO FAR



### Cultural Leave

GPT celebrates the fact that our employees come from a diverse array of cultural, religious and ethnic backgrounds. Cultural Leave was formally recognised in 2016 to enable employees to fulfil cultural, religious, community or ceremonial obligations.

This policy enables our people to attend annual National Reconciliation Week events and NAIDOC Week activities. This policy is reviewed annually and communicated to all employees via People Manager forums and our intranet.



### Partnering: Muru Mittigar

In 2016, the GPT team at Rouse Hill Town Centre saw an opportunity to connect with a key local First Nations stakeholder, Muru Mittigar. The Muru Mittigar Aboriginal Cultural and Education Centre is a First Nations-owned social enterprise, which provides a range of cultural learning services and initiatives.

Muru Mittigar had closed its premises in Penrith and the organisation had relocated to the Rouse Family homestead – next door to Rouse Hill Town Centre. With this relocation, the facilities were in need of an update and like with Kirinari Hostel, GPT employees were able to work with Muru Mittigar employees for GPT's annual Community Day to assist with these improvements.

It took time to develop a trusted relationship with Muru Mittigar, and following through on this activity showed GPT's commitment to the organisation. This shared activity really impacted employees at Muru Mittigar who were grateful for the number of people who wanted to support them. Our people appreciated the opportunity to connect with Muru Mittigar's employees and give back to the community they belong to.

The relationship continues to be a focus of Rouse Hill Town Centre, particularly in supporting cultural learning and engagement with the broader community.



### Employment

In collaboration with key stakeholders including our External Advisory Group, GPT has established a structured employment plan to increase our First Nations representation in our workforce. GPT now employs four permanent employees, who identify as First Nations Australians, which is 1 per cent of our 465 permanent employee headcount.

To help grow the pipeline of First Nations peoples in the property sector, we are partnered with the CareerTrackers Indigenous Internship Program and also provide scholarship support to students at Western Sydney University. We work with our CareerTrackers Interns to identify a tailored development plan for their time at GPT to enhance their learning experience, and ensure this aligns to their learning interests.

All our CareerTrackers graduates have progressed in their careers at GPT. They are high performers and have received promotions in line with their exceptional performance.

*To help grow the pipeline of First Nations peoples in the property sector, we are partnered with the CareerTrackers Indigenous Internship Program and also provide scholarship support to students at Western Sydney University.*

## OPPORTUNITIES

We strive to build strategies to provide opportunities that support First Nations peoples to become the leaders of tomorrow.

### Focus area

We want our communities to prosper – that makes business sense for us. Creating opportunity and facilitating participation and understanding will help us and the communities we operate in prosper.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. Increase First Nations peoples recruitment and retention	Ensure a minimum of 1% First Nations permanent employment positions (4 employees in 2017) are retained with the following increases: <ul style="list-style-type: none"> <li>- 2018: increase to 6 employees (or 1.3%)</li> <li>- 2019: increase to 8 employees (or 1.7%)</li> <li>- 2020: increase to 10 employees (or 2.2%)</li> </ul>	December 2018, 2019, 2020	Head of People & Performance
	Review and update the GPT First Nations employment and retention strategy annually, and consult with First Nations employees and First Nations Advisory Group as part of this review.	December 2018, 2019, 2020	Head of People & Performance
	Continue to leverage First Nations networks when recruiting for vacant roles.	From March 2018	Group Recruitment Manager
	Consult with existing First Nations employees on employment strategies, including professional development.	June 2018, 2019, 2020	Head of People & Performance
	Provide leadership skill development opportunities for First Nations employees across the term of the RAP.	June 2018, 2019, 2020	Head of People & Performance
9. Provide career development opportunities for First Nations University students	Continue to build the Career Trackers relationship and increase the internship absorption profile to: <ul style="list-style-type: none"> <li>- 2018: offer 3 permanent employment positions</li> <li>- 2019: offer 4 permanent employment positions</li> <li>- 2020: offer 5 permanent employment positions</li> </ul>	December 2018, 2019, 2020	People & Performance Advisor
	Create and annually review a structured development program for all CareerTracker interns where they are exposed to different business units of functions in those business units.	December 2018, 2019, 2020	People & Performance Advisor
	Where GPT have assets, offer part time roles to CareerTracker interns during semester to complement the internship, develop further employability skills, and deepen the relationship with GPT.	December 2018, 2019, 2020	People & Performance Advisor
	Promote one scholarship per year to a First Nations student studying at the University of Western Sydney.	March 2018, 2019, 2020	Group Recruitment Manager

## OPPORTUNITIES



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Increase First Nations supplier diversity	Complete an assessment of what goods and services are available to be procured from First Nations' businesses.	June 2018	Head of Business Services
	Engage and educate GPT purchasers on First Nations supply opportunities.	September 2018, 2019, 2020	Head of Business Services
	Develop and implement a First Nations procurement strategy, including the commitment to: <ul style="list-style-type: none"> <li>- In 2018, identify at least one opportunity to establish a contract for supply of goods and services with a First Nations business, adding one more supplier each year;</li> <li>- Develop at least three commercial relationships with First Nations suppliers.</li> </ul>	December 2018, 2019, 2020	Head of Business Services
	Identify relevant property industry forums and engage in First Nations supply opportunities by sharing insights and learnings.	June 2018, 2019, 2020	Head of Business Services
	Include a section in development tender briefs where external contractors and consultants provide information regarding their strategies relating to First Nations peoples and reconciliation (eg their RAP).	From July 2018	Development Directors – Retail, Office & Logistics Development
	Identify and apply a positive incentive for all specialist service suppliers with a RAP as part of the procurement pre-qualification and specialist service supplier selection process for all national property services contracts.	December 2018	National Manager – Property Services
	Ensure our top 10 (by \$ spent) Specialist Service Suppliers have a Reconciliation Action Plan.	December 2020	National Manager – Property Services
11. Explicitly consider First Nations peoples and cultures in GPT developments	Develop a framework whereby Traditional Custodians are consulted on all new development proposals.	From July 2018	Senior Development Managers – Retail, Office & Logistics
	For new developments or upgrades to existing developments that are of a significant dollar spend or floor space impact, seek guidance from Traditional Custodians and where deemed appropriate by Traditional Custodians, include First Nations cultures and art in the experiential master planning, architecture or fit-outs.	From March 2018	Senior Development Managers – Retail, Office & Logistics
	Consult with Traditional Custodians to prepare and display an Acknowledgement of Country on all new GPT developments.	From July 2018	Senior Development Managers – Retail, Office & Logistics

## OUR GOVERNANCE

Our purpose is to create value by delivering superior returns to investors, and by providing environments that enable our people to excel and customers and communities to prosper.

### Focus area

GPT's success will be measured by how it builds stronger relationships, increased mutual respect and sustainable opportunities for our First Nations peoples. The Group has set actions, targets and timelines to hold us accountable to reaching our reconciliation goals.

ACTION	TARGET	TIMELINE	RESPONSIBILITY
Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2018, 2019, 2020	Community Engagement Manager
	Investigate participation in the RAP Barometer.	May 2018, 2020	Community Engagement Manager
	Develop and implement systems and capability needs to track, measure and report on RAP activities.	December 2018	Community Engagement Manager
	RAP Working Group to collect data for the RAP Impact Measurement questionnaire.	July 2018, 2019, 2020	Community Engagement Manager
	RAP Working Group to seek internal approval to submit the RAP Impact Measurement questionnaire to Reconciliation Australia.	August 2018, 2019, 2020	Community Engagement Manager
Report RAP achievements, challenges and learnings internally and externally	Publicly report our RAP achievements, challenges and learnings.	January 2019, 2020	Community Engagement Manager Communications Manager
	Communicate quarterly updates on RAP progress to all employees using intranet, Yammer, People Forums.	March, June, September and December 2018, 2019, 2020	Community & Inclusion Coordinator Communications Manager
	Provide quarterly reports to the GPT Leadership Team and also the Diversity & Inclusion Working Group on RAP achievements against targets.	March, June, September and December 2018, 2019, 2020	Community Engagement Manager
	Liase with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	August 2020	Community Engagement Manager
Review, refresh and update RAP	Liase with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	August 2020	Community Engagement Manager
	Send draft RAP to Reconciliation Australia for feedback.	September 2020	Community Engagement Manager
	Submit draft RAP to Reconciliation Australia for formal endorsement.	January 2021	Community Engagement Manager



## RAP GOVERNANCE AT GPT

Reconciliation at GPT is considered a whole-of-business priority. The below figure outlines the formal structures we have in place to support engagement and communication across the business. The RAP Working Group and Diversity and Inclusion Working Group both include representatives from across our business, which ensures a strong feedback loop exists, that is further supported by expert advice and guidance from our External Advisory Group.



## RAP WORKING GROUP

Our RAP Working Group meets bi-monthly to monitor progress and support the achievement of our RAP goals.

The Group includes four First Nations employees and is comprised of:

### Phil Taylor

Head of People & Performance (Leadership Team Sponsor)

### Mark Fookes

Chief Operating Officer

### Tiarne Shutt

Property Services Supervisor

### Courtney Straney

GPT Graduate, Legal

### Joseph Hughes

Assistant Property Manager

### Rhiannon Warrie

Business Development Executive, Asset Management

### Claire Henderson

Regional General Manager, Melbourne Central Tower

### Courtney Johnstone

Group Communications Manager

### Darren Hunt

Head of Development, Logistics

### Angela Crossland

Community & Inclusions Coordinator (RAP Champion)

### Amy Ng

Assistant Development Manager, Retail & Mixed Use Development

### David Flannery

Senior Development Manager, Office Development

### Mardi Ashkine

Centre Manager, Casuarina Square

## EXTERNAL ADVISORY GROUP

Our External Advisory Group meets quarterly with relevant RAP Working Group representatives. The External Advisory Group provides cultural and engagement advice to support our collaboration with First Nations people and communities.

Our External Advisory Group is comprised of:

### Tahnee Jash

Tahnee is a proud Walbunja/Kamilaroi woman whose family comes from the South Coast NSW and Northern NSW. Tahnee has spent most of her life learning and growing on Darug/Tharawal country and is passionate about improving outcomes for her people by creating opportunities through the work that she does.

### Theresa Lake

Theresa is a proud Gamilaroi/Gamilaraay woman. Her grandmother is Juanita (Una) Lake (nee Cain) from Burra Bee Dee Mission and Forky Mountain, outside of Coonabarabran. Theresa was born and raised in Dubbo until the age of 14 when she moved to Campbelltown, and now lives on Gadigal country.

### Joseph Griffin

Joe is an Awabakal man from the local community in Newcastle where he lives with his family. He is passionate about sharing his culture and supporting those around him succeed.



Uncle Ray Madden, Tiarne Shutt and Koomurri during National Reconciliation Week in 2017.



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