

Brookfield  
Properties



# Reflect Reconciliation Action Plan

May 2022 - May 2023



## Acknowledgement of Country

In the spirit of reconciliation, Brookfield Properties acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We pay our respects to their Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



## About the artwork

Brookfield Properties is symbolised by the concentric circles at the heart of the artwork. Weaving pathways represent connection to people, places and cultures. A smaller circle connected by multi-directional dots demonstrates reciprocity and giving back to the community. U-symbols demonstrate stewardship and reference the relationship of trust between Brookfield Properties and its stakeholders. Circular shapes dispersed across the landscape represent different places where people come together, where communities are built and lives are shared.

## About the artist

Charmaine Mumbulla is a Kurna and Narungga woman and Sydney-based artist who is passionate about working on projects that support reconciliation and social justice.

Generations of Charmaine's family lived on Point Pearce Mission Station in South Australia. Charmaine now lives with her family in Sydney where she runs an Aboriginal creative agency with her partner.



# Contents

- 02 Acknowledgement of Country
- 03 About the artwork
- 03 About the artist
- 05 Foreword
- 06 Message from Reconciliation Australia
- 09 Our business
- 10 Our Reflect RAP
- 12 Our reconciliation journey
- 20 Relationships
- 22 Respect
- 24 Opportunities
- 25 Governance
- 28 Contact details



# Foreword

It is with great pride that we present Brookfield Properties' inaugural Reconciliation Action Plan (RAP) for Australia. This Reflect RAP represents an opportunity for our business to reflect on what reconciliation means to us – both in the cities where we operate and more broadly across Australia and how we can contribute towards a reconciled Australia through engagement, education, action and influence.

Brookfield Properties develops and operates real estate investments on behalf of Brookfield Asset Management – one of the largest alternative asset managers in the world, with a heritage extending more than 120 years.

At our core, we are placemakers. We believe that buildings are more than physical structures — they can be embodiments of culture. We don't just build and manage buildings. We create the places where people and communities truly want to be – and deliver experiences that are exciting. Inspiring. Extraordinary.

Our curated spaces make neighborhoods, residences, and workplaces welcoming and interesting environments that people want to come to every day. For this to be successful it is important that we connect with and understand the diverse needs of the communities where we operate and that we are open and inclusive in everything we do.

As property people, we believe we have much to learn from the Traditional Custodians of the lands on which we operate and how a deeper understanding of Country and engagement with First Nations knowledge

holders can influence better design outcomes. We hope any such influences in design will enable Aboriginal and Torres Strait Islander people to feel more connected in these spaces.

As placemakers, we believe we have an opportunity to learn from the rich and enduring cultures of Aboriginal and Torres Strait Islander peoples and together we can contribute to the preservation of their stories, cultures and connections to Country in a way that can bring us all closer together.

This RAP sets out a framework for us to embark on our reconciliation journey in a meaningful way.



**Danny Poljak**      **Carl Schibrowski**  
*Executive Vice Presidents & Co-Heads*



# Message from Reconciliation Australia

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

Brookfield Properties joins a network of more than 1,100 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.

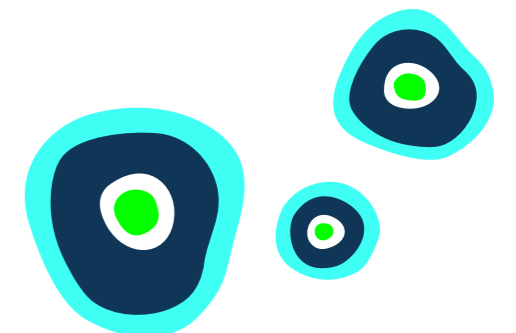
The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

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 Brookfield Properties 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 Brookfield Properties, 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*



**ARTWORK**  
Circles represent 'place'



**We are an equal opportunity employer that prioritises people and planet with environmental and social sustainability embedded in our DNA.**

# Our business

Brookfield Properties is a leading developer and operator of high-quality real estate assets. Our business operates across Australia, primarily in the central business districts of Sydney, Melbourne, Perth and Brisbane.

We currently have ~170 employees in Australia across the capital cities of Sydney, Perth, Melbourne and Brisbane.

Our delivery track record includes the city-changing Brookfield Place Sydney and Brookfield Place Perth developments, the refurbishment and redevelopment of the landmark 388 George Street office tower in Sydney and, more recently, the development of NAB's new Melbourne head office at 405 Bourke Street.

We are an equal opportunity employer that prioritises people and planet with environmental and social sustainability embedded in our DNA. We evidence this through our industry-leading environmental ratings and innovations, and through our social partnerships with groups such as OzHarvest and the Plastic Free Foundation, Homeless Connect in Perth, the Early Bird Café in Sydney, Ruah Community Services in Perth, Safe Steps in Melbourne and Chris O'Brien Lifehouse in Sydney.

## STRENGTH THROUGH DIVERSITY

We foster an inviting, inclusive environment.

### ARTWORK

These circle elements represent the different places where people come together to build communities and share lives.

## A CULTURE OF COMMITMENT

From how we engage with our partners to how we approach our internal culture — we're committed.

## LIMITLESS OPPORTUNITY

We ensure our employees have ample opportunities to begin and grow their careers with us.

# Our Reflect RAP

Developing our Reflect RAP allows us to take stock of the various commitments we have undertaken in the act of reconciliation – through employment, engagement, inclusion, education, acknowledgement and celebration – and build a more determined, purposeful framework and accountability to build relationships and collaborate with First Nations communities.

Our RAP will be championed by Andrea Ahearn a Marketing Director located in the Perth office. Andrea is well placed to implement our strategy through her local experience and learnings with the Whadjuk representatives on the One The Esplanade project in addition to her charity work with Ruah Community Services. Broadly speaking her skills include branding, creative campaigns, communications, media relations, event management, community consultation and stakeholder engagement; she has been with Brookfield Properties for over 5 years and has nearly 20 years' experience as a senior manager.

In addition, the RAP is being sponsored by our heads of business, Carl Schibrowski and Danny Poljak, who each hold the role of Executive Vice President & Co-Head. Carl and Danny are responsible for all of Brookfield Properties' asset management, property management, leasing and commercial development activities in Australia.

Our journey will incorporate and empower Aboriginal and Torres Strait Islander voices to ensure our approach is authentic, meaningful and impactful.

The development of this RAP is an essential step for our business to:

- hold ourselves accountable to learn more about Aboriginal and Torres Strait Islander peoples and cultures, and how we may assist in their prosperity today and for the future
- learn more about what it means to care for and connect to Country
- better our understanding of the Australian climate, its flora and fauna, and its management for sustainable protection
- provide a meaningful platform for engagement with First Nations peoples, and
- enrich our development, design and placemaking decisions.

We are strongly committed to a future that is enriched and emboldened through a culture of reconciliation and inclusivity.

#### ARTWORK

Weaving pathway represents connection to people, places and cultures

#### IMAGE (RIGHT)

2022 PayPal Melbourne Fashion Festival: Mob in Fashion, First Nations Runway



# Our reconciliation journey

Our reconciliation journey to date has been one of discovery and engagement; a process of listening and learning.

Along the way we've been fortunate to collaborate with a range of wonderful artists, community leaders and storytellers, develop a stronger understanding of and commitment to social procurement, learn about connecting to and caring for Country, and engage with Aboriginal and Torres Strait Islander communities to help tell their stories in meaningful ways.

Committing to a Reflect RAP allows us to spend time exploring our sphere of influence and developing greater relationships with

Aboriginal and Torres Strait Islander peoples which we believe will help us shape our vision for reconciliation. We want to establish a good foundation for future RAPs to ensure we contribute to reconciliation in a structured, respectful, and meaningful way.

Through our initiatives, we aim to increase the opportunity for Aboriginal and Torres Strait Islander peoples and give back to the community through charitable and fundraising partnerships.

We are young in our journey and excited to see where deeper engagement with Australia's First Nations peoples can take us.

**IMAGE (BELOW)**

Smoking Ceremony at One The Esplanade, Perth



Some key steps in our journey are highlighted here:

2019



Brookfield Properties in Australia became a member of **Supply Nation** in Australia, providing us with access to Australia's leading database of verified Aboriginal and Torres Strait Islander businesses. Through this membership we've been collaborating with various businesses to the mutual benefit of both parties.



Utilising the Supply Nation Network, we connected with **People First Fire** to supply fire mapping and training services for operational assets in Sydney.



Construction always provides us with a fantastic opportunity to connect to great artists. During the redevelopment of 388 George Street, Sydney, we were able to display magnificent artworks by First Nations siblings, **Noni and David Cragg**. This pre-placemaking project was brought to the people of Sydney by Arts Brookfield and was curated and produced by aMBUSH Gallery (an initiative of Wiltshire + Dimas Management).



At One The Esplanade, Perth, we commenced an engagement journey with Chevron and Whadjuk representatives where we re-examined some key areas of building design, landscaping and sculptural elements to ensure the **Whadjuk peoples**, and their ancestors and cultures are interpreted faithfully on this project.

# 2020



At One The Esplanade we took part in a Cleansing Ceremony organised by **Chevron and Whadjuk** representatives that was held onsite prior to construction commencing. This ceremony which recognised the cultural significance of the site was a ritual of purification and unity to ward off bad spirits and bring in the blessings of the good spirits prior to construction commencing.



Utilising our digital lift screen network, Brookfield Properties in Australia ran a portfolio-wide **NAIDOC Week** digital awareness campaign for our tenants.



At the One The Esplanade, Perth, we undertook a ground breaking ceremony to mark the start of development. **Barry McGuire** a Whadjuk representative performed a Welcome to Country on behalf of his community, the Whadjuk people of the Noongar Nation.



In collaboration with three local Aboriginal and Torres Strait Islander artists – **Peter Farmer, Kylie Graham and Rod Collard** – a series of brilliant artworks were installed on the construction hoardings of our One The Esplanade project, reflecting their connection to Country and heritage.

# 2020



Brookfield Properties entered into a three year Memorandum of Understanding with **Ruah Community Services** with the aim to fundraise \$50,000 through the project team at One The Esplanade. In our first event, the project raised \$23,000 at a bowls fundraiser and our second event raised \$27,500 playing shuffleboard so we're now increasing our fundraising target to \$75,000.



Utilising the Supply Nation Network, we connected with **Kallico Catering** to supply monthly birthday cakes for team celebrations in our corporate head office. Our marketing team also connected with Spirit Digital to supply a range of printing and merchandise collateral.



During NAIDOC week, Brookfield Properties in collaboration with our affiliate company, builder Multiplex, launched our **Cultural Safety Plan** for One The Esplanade, Perth. This plan provides a framework that embeds and celebrates the cultural heritage and significance of the site throughout construction and beyond.



At Brookfield Place Perth, our placemaking team ran a month-long **precinct exhibition** featuring some of Australia's most celebrated Aboriginal and Torres Strait Islander Olympians, coinciding with NAIDOC Week and the delayed 2020 Tokyo Olympics.



# 2021



In an artistic first for our business, Brookfield Properties in Australia partnered with Art Bank to deliver a specially curated **gallery experience** in our new Asia Pacific Headquarters in Sydney. This curated experience included a number of important Aboriginal and Torres Strait Islander artworks from artists such as Bernard Tjalkuri, Yaritji Young, Mona Ramsay, Marina Strocchi and Kitty Kantilla.



Across the nation, on our newly launched tenant app, **axis**, we ran a series of NAIDOC Week educational material for our tenants and provided in-person and virtual galleries, partnering with Sydney-based Aboriginal and Torres Strait Islander curatorial experts APY Gallery.



Members of our senior management team attended a **Smoking Ceremony** conducted by Uncle Brendan Kerin, Metropolitan Local Aboriginal Land Council, and hosted by NAB, the anchor tenant in our new Brookfield Place development in Sydney.



Development members of the One The Esplanade project participated in cultural awareness training run by Kim Collard and Sharna Collard from **Kooya Consultancy**. This session covered key dates in history, explained the Aboriginal and Torres Strait Islander cultures and provided insights on how we can bridge the gap between Aboriginal and Non-Aboriginal people.



# 2021



The project team at One The Esplanade including Chevron, Brookfield Properties and Multiplex attended an **on-Country immersion day** run by Barry McGuire and Carol Innes. The day was about building our understanding and respect of Aboriginal and Torres Strait Islander cultures by taking us to various sites of significance to the Whadjuk people of the Noongar nation.



In July, our fundraising efforts for Ruah Community Services in Perth came to life with the official opening of a new **Yarning Circle** at Kamarang Place – a refuge for Aboriginal and Torres Strait Islander women who are escaping domestic violence or life crisis.



The Perth team worked with the Brookfield Cares team on an education drive earlier this year with our tenants to collect over 1,000 donated new stationery items including crayons, pencils, backpacks, water bottles and lunch boxes for **Ruah Community Services**. These supplies were donated to the women and children at Harmony Place and brought a little brightness to their day.



At Brookfield Place Perth, our team undertook a major live art collaboration with Kimberley artist **Kambarni**. This time, Kambarni was able to provide us with a legacy artwork in celebration of the Australian premiere of the Aboriginal and Torres Strait Islander opera by WA Opera, Koolbardi wer Wardong. The legacy artwork piece is intended to continue the story-telling piece outside of the opera's premiere date as it travels across Australia for further performances.



Members of our team attended a number of conferences and education sessions relating to **Connecting to and Caring for Country**. This included the Property Council of Australia's insightful Indigenous Placemaking livestream which revealed more about the collaborative processes of creating places that recognize Aboriginal and Torres Strait Islander cultures and their connections to Country.

At Brookfield Place Sydney, our placemaking team collaborated the Warlukurlangu Artists Aboriginal Corporation to procure **beeswax food wraps** featuring designs by artist Alice Nampijinpa Michaels. The food wraps had multiple benefits including promoting the avoiding of single use plastics to better our environmental future while supporting the artist and some of the projects that the Warlukurlangu Artists Aboriginal Corporation runs.

Also at Brookfield Place Sydney, we procured **recycled picnic rugs** to loan to our tenants so they can enjoy eating their lunch outdoors at Wynyard Park. The rugs are made from recycled materials and showcase artworks by De Greer- Yindimincarlie of the Wiradjuri Nation, Caitlin Trindall, a Kamilaroi woman, and Christine Slabb, a Bundjalung-Yugambah woman. The artworks tell the stories of the land and people in traditional artwork styling.

**IMAGE (RIGHT)**

Hoarding at 388 George Street, Sydney





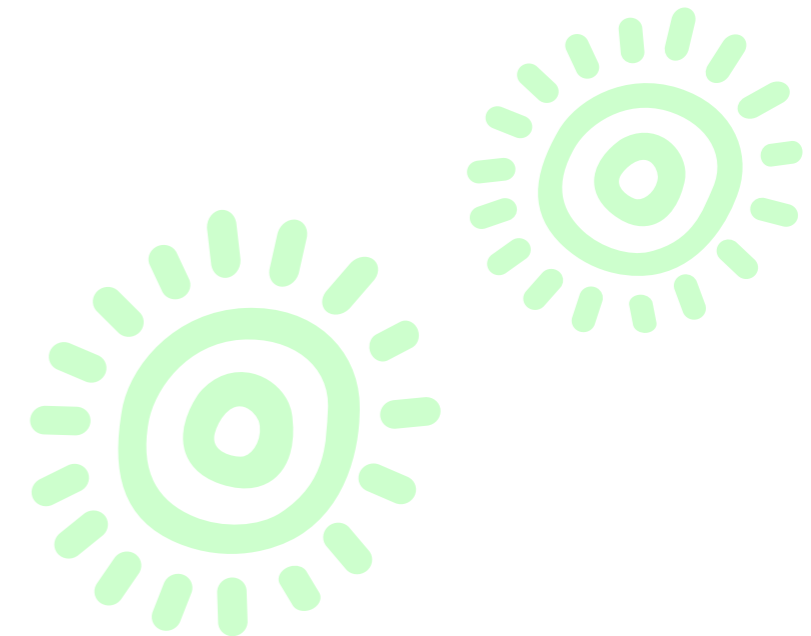
# Relationships

| ACTION   | DELIVERABLES   | TIMELINE | RESPONSIBILITY                                      |
|--|--|----------|---|
| 1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | <ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>                | May 2022 | Executive Vice President & Co-Head   Property       |
|  | <ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul> | May 2022 | Senior Vice President, Marketing and Communications |
| 2. Build relationships through celebrating National Reconciliation Week (NRW).   | <ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.</li> </ul>  | May 2022 | RAP Engagement Officer                              |
|  | <ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>   | May 2022 | Vice President, Human Resources                     |
|  | <ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognize and celebrate NRW.</li> </ul>               | May 2022 | Executive Vice President & Co-Head   Development    |

| ACTION   | DELIVERABLES  | TIMELINE       | RESPONSIBILITY                  |
|--|---|----------------|---------------------------------|
| 3. Promote reconciliation through our sphere of influence.                 | <ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>  | April 2022     | RAP Engagement Officer          |
|  | <ul style="list-style-type: none"> <li>Identify RAP and other likeminded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul> | May 2022       | RAP Engagement Officer          |
|  | <ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>                       | June 2022      | RAP Engagement Officer          |
| 4. Promote positive race relations through anti-discrimination strategies. | <ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>                                   | June 2022      | Vice President, Human Resources |
|  | <ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>     | September 2022 | Vice President, Human Resources |

| ACTION   | DELIVERABLES  | TIMELINE      | RESPONSIBILITY                  |
|--|---|---------------|---------------------------------|
| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | <ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul> | December 2022 | RAP Engagement Officer          |
|  | <ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>  | November 2022 | Vice President, Human Resources |
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.   | <ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>  | June 2022     | RAP Engagement Officer          |
|  | <ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>                        | May 2023      | RAP Engagement Officer          |

| ACTION  | DELIVERABLES  | TIMELINE  | RESPONSIBILITY                                      |
|---|---|-----------|---|
| 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | <ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul> | July 2022 | Senior Vice President, Marketing and Communications |
|   | <ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>        | July 2022 | State Managers                                      |
|   | <ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>                        | July 2022 | RAP Engagement Officer                              |





# Opportunities

| ACTION  | DELIVERABLES  | TIMELINE      | RESPONSIBILITY                                      |
|---|---|---------------|---|
| 8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | <ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>   | November 2022 | National Manager Operations                         |
|   | <ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul> | October 2022  | Vice President, Human Resources                     |
| 9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.                  | <ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>  | August 2022   | Procurement Manager   Operations                    |
|   | <ul style="list-style-type: none"> <li>Maintain Supply Nation membership.</li> </ul>  | August 2022   | Senior Vice President, Marketing and Communications |



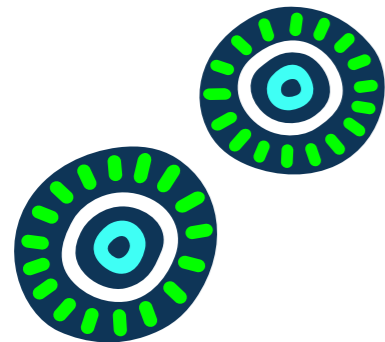
# Governance

| ACTION   | DELIVERABLES   | TIMELINE       | RESPONSIBILITY                                    |
|--|--|----------------|---|
| 10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.  | <ul style="list-style-type: none"> <li>Maintain a RWG to govern RAP implementation.</li> </ul>   | April 2022     | Senior Vice President   Legal Counsel             |
|  | <ul style="list-style-type: none"> <li>Draft a Terms of Reference for the RWG.</li> </ul>  | April 2022     | Director, Risk & Compliance                       |
|  | <ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>                       | May 2022       | RAP Engagement Officer                            |
| 11. Provide appropriate support for effective implementation of RAP commitments.   | <ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>  | July 2022      | Vice President   Finance                          |
|  | <ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>  | April 2022     | Executive Vice President & Co-Head   Developments |
|  | <ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>       | May 2022       | Director   Risk & Compliance                      |
| 12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | <ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul> | September 2022 | RAP Engagement Officer                            |
| 13. Continue our reconciliation journey by developing our next RAP.  | <ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>                | December 2022  | RAP Engagement Officer                            |

**The Brookfield Properties Australia RAP Working Group consists of:**

| NAME                    | POSITION   | RESPONSIBILITY         |
|-------------------------|--|------------------------|
| Carl Schibrowski        | Executive Vice President & Co-Head   Developments  | RWG Co-Chair           |
| Danny Poljak            | Executive Vice President & Co-Head   Property      | RWG Co-Chair           |
| Mathew Chandler         | Senior Vice President Marketing and Communications | RAP Vice Chair         |
| Andrea Ahearn           | Marketing Director                                 | RAP Engagement Officer |
| Jim Tatsis              | National Manager   Operations                      | Member                 |
| Anna-Athanasia Dervenis | Senior Vice President   Legal Counsel              | Member                 |
| Sarah Moffat            | Vice President   Human Resources                   | Member                 |
| Elizabeth Lancaster     | Vice President   Finance                           | Member                 |
| Nick Ozich              | Regional Director WA   Developments and Property   | Member                 |
| Grace Lee               | Director   Risk & Compliance                       | Member                 |
| Charlie Peck            | National Director   Developments                   | Member                 |
| Michelle Howard         | Manager   Marketing and Communications             | Member                 |

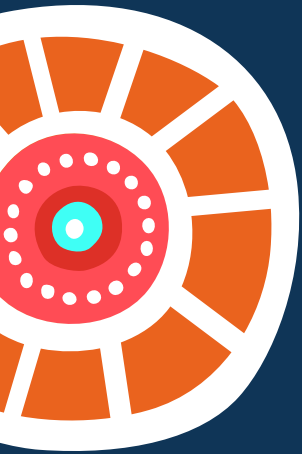
Brookfield Properties is aware that none of the current members of the RAP working group are Aboriginal or Torres Strait Islander peoples, however we will be supported by a First Nations consultant through our RAP commitments.



**ARTWORK**  
Circles represent 'place'

**IMAGE (RIGHT)**  
Smoking ceremony at Brookfield Place, Sydney





## Contact details

Andrea Ahearn

Director

Marketing and Communications

t 0438 103 317

e [andrea.ahearn@brookfieldproperties.com](mailto:andrea.ahearn@brookfieldproperties.com)

**Brookfield**  
Properties