



# Innovate Reconciliation Action Plan

July 2024 - July 2026

**Brookfield**  
Properties



# 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.

Thank you to those who paved the way until now,  
and thank you to the future generations.



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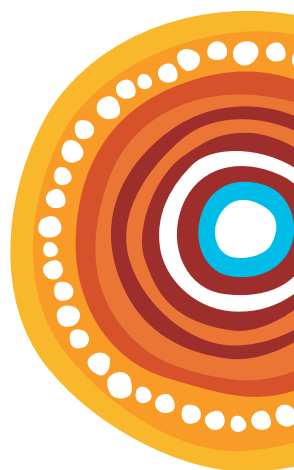
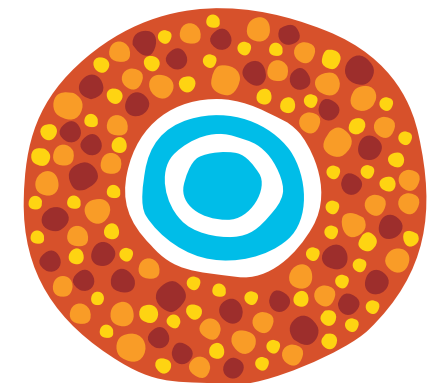
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## About the artwork

This artwork titled *Where Stories Begin*, explores the interconnectedness of people and places over time. The artwork features circles representing individuals and locations, with weaving pathways and lines symbolising connectivity. Two sets of ochre parallel lines at each end of the artwork signify reciprocity. Small blue and white circles dispersed throughout the artwork represent the energising impact of regeneration. The artwork is enclosed within an ochre shape showing unity and a shared commitment to creating an enduring legacy.

The artist, Charmaine Mumbulla, is a Kurna and Narungga woman who is passionate about working on projects that support reconciliation and social justice. She runs a Sydney-based Aboriginal creative agency with her partner Jason called Mumbulla Creative.





# Foreword

It is with great pride that we present Brookfield Properties' Innovate Reconciliation Action Plan (RAP) for Australia. This RAP represents an opportunity for our business to implement change and create actions for achieving our vision for reconciliation – both in the cities where we operate and more broadly across Australia.

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.

We're committed to all aspects of ESG to enhance the quality of life for both current and future generations in Australia and throughout the world. It is reflected in our commitments to reducing waste, reducing our reliance on non-renewables, and to play our role in creating better social outcomes for the communities where we operate – including First Nations communities.

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 neighbourhoods, 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 real estate managers, we have much to learn from the Traditional Custodians of the lands on which we operate and we believe through a deeper understanding of Country and engagement with First Nations knowledge holders we can influence better design outcomes.

We hope any such influences in design will support and enable Aboriginal and Torres Strait Islander peoples to feel more connected in these spaces, and for all Australians to better understand the deep histories of our First Nations peoples. 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.

Our Reflect RAP – which we launched in 2022 – helped us to set out a framework and educate ourselves in order to embark on our reconciliation journey in a meaningful way. Now on our journey to Innovate, we're looking forward to enhancing our commitment to Australia's Aboriginal and Torres Strait Islander communities and peoples through our sphere of influence, and by using our learnings from the Reflect stage.

**Danny Poljak**  
President



# Message from Reconciliation Australia

Reconciliation Australia commends Brookfield Properties on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Brookfield Properties to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Brookfield Properties will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

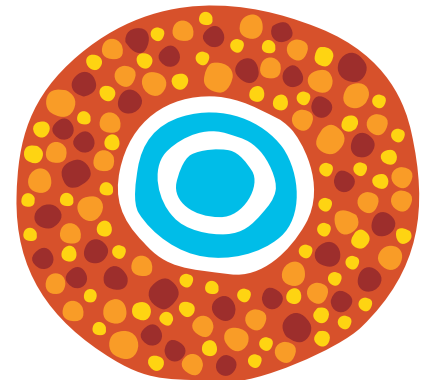
With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Brookfield Properties is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Brookfield Properties readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Brookfield Properties on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





# Our business

**Brookfield Properties is a leading real estate manager of high-quality real estate assets across Australia including the cities of Sydney, Melbourne, Perth, and Brisbane. We are a fully integrated platform providing development management, asset management, leasing, operations, and placemaking services with ~190 employees. Currently we are unaware of any employee who identifies as an Aboriginal and/or Torres Strait Islander person within our business.**

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

We prioritise 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 Ruah Community Services, Yalari, Purple House, and Wungening Aboriginal Corporation.



## STRENGTH THROUGH DIVERSITY

We foster an inviting, inclusive environment.



## 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 values align with our reconciliation goals

## BROOKFIELD PROPERTIES' VALUES

### COLLABORATION

We foster a culture of collaboration.

### RESPECT

We build mutual trust and respect our business, our planet and our people.

### IMPROVEMENT

We drive continuous improvement.

### INTEGRITY

We are disciplined decision-makers and act like owners.

### SAFETY

We prioritise safety.

## RECONCILIATION PILLARS

### COLLABORATION

To foster a culture of collaboration with First Nations Elders, communities and businesses through design, tender, procurement, philanthropy, and engagement to nurture purposeful improvement. We endeavor to ensure the policies we have in place, and the opportunities we provide, are inclusive for all to foster strong race relations.

### RESPECT

To build mutual trust, and respect our business, our planet and our people by listening and learning about First Nations cultures and histories with a commitment to equity and equality with First Nations community leaders and businesses where we operate.

### IMPROVEMENT

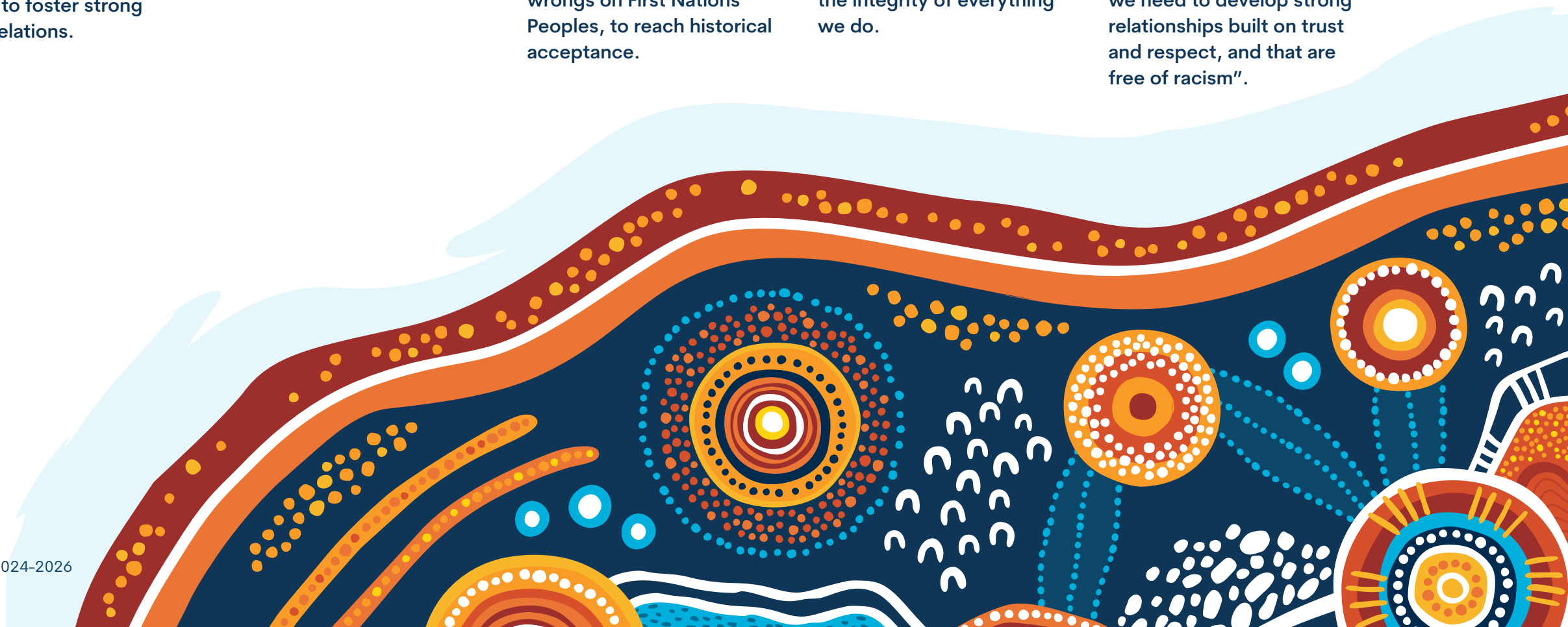
To drive continuous improvement in celebrating and welcoming the presence of First Nations peoples, cultures, histories, languages, and/or art. We provide our employees with cultural competency training, and exposure to First Nations businesses, communities, and Elders. We aim to improve our understanding of the wrongs of the past, and the impact of these wrongs on First Nations Peoples, to reach historical acceptance.

### INTEGRITY

To be disciplined decision-makers and act like owners, particularly to consider what opportunities we can provide to First Nations organisations and businesses that maintain the institutional integrity of First Nations peoples. We aim to maintain transparency and accountability in all our reconciliation commitments to maintain the integrity of everything we do.

### SAFETY

We prioritise safety including physical, mental, and cultural safety. To us cultural safety is more than just being aware of cultures and respecting all people. We endeavour to create a workplace where everyone feels their identities and attitudes are considered, and barriers are avoided for the upmost unity. Reconciliation Australia states: "To achieve reconciliation, we need to develop strong relationships built on trust and respect, and that are free of racism".





# Our vision and mission for reconciliation

## Our vision

Our vision for reconciliation is to celebrate and welcome First Nations peoples, histories, cultures, languages, and art in the properties and precincts we operate and develop.

## Our mission

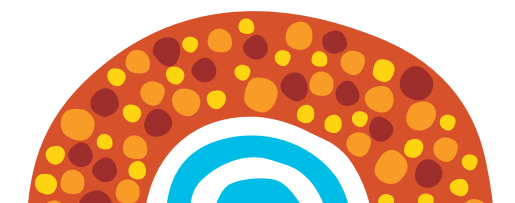
Our mission is to create environments and experiences where all cultures feel welcome.

# Our RAP Working Group

The Brookfield Properties Australia RAP Working Group consists of:

POSITION	RESPONSIBILITY
Senior Vice President   Developments	Chair and member from senior leadership who will champion our RAP
Senior Manager   Marketing and Communications	RAP Champion/RAP Engagement Officer
President	Member
Senior Vice President   Marketing and Communications	Member
Senior Vice President   Human Resources	Member
Vice President   Developments	Member
Assistant Manager   Developments	Member
Vice President   Risk and Compliance	Member
Senior Vice President   Legal	Member
Vice President   Legal	Member
National Manager   Operations	Member
Procurement Manager   Operations	Member
Executive Assistant	Member

We are pleased to be supported by First Nations consultants and advisors including, Stuart McMinn from Gawura Cultural Immersions who will maintain Aboriginal and Torres Strait Islander representation on our RAP Working Group, IPS Management Consultants, and community members of the Whadjuk Noongar, to assist us through our RAP commitments.





# Our reconciliation journey to date

The execution of our Reconciliation Action Plan – between 2022 and 2024 – combined with our on-the-ground experiences in engaging with First Nations communities and knowledge holders has had a profound impact on the way we do business.

We have come to understand how a property company such as ours can play a positive role in creating spaces where all cultures feel welcome, and how we can build opportunities to elevate the narratives of Australia's many First Nations communities.

At a property level, our engagement with First Nations knowledge holders has led to bespoke changes in the way we design, landscape and furnish our new developments and refurbished buildings, allowing our spaces to better reflect Country.

We have enriched our supplier diversity and provided an even playing field for First Nations' businesses to competitively tender for our business. Through our placemaking programming, we are creating opportunities for our people and tenant customers to connect with First Nations knowledge holders through artistic displays, workshops, lectures, dance and song.

Throughout our journey there have been many lessons learned along the way. Some of these include:

1. Providing an individual or group with adequate time is a sign of respect. Often in the corporate world we operate on fast-is-best pace. We've learnt this isn't always the same approach for First Nations peoples and have adjusted our practices to accommodate this as much as possible. We've learnt that early engagement is key to achieving mutual respect.
2. Engaging with First Nations suppliers/businesses/organisations only during National Reconciliation Week or NAIDOC Week is not best practice. We learnt that First Nations suppliers/businesses/organisations often have a dip in their workloads at other times of the year and we've tried to continue building our relationships with these people throughout the year, rather than in these significant weeks alone when they are most busy.
3. We've learnt that if you unintentionally cause offense that apologising and ensuring you don't make the same mistake again is the best way forward. We've found that most Aboriginal or Torres Strait Islander peoples are open to questions around their culture and will answer honestly so you're able to learn.

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

## Some key steps in our journey are:

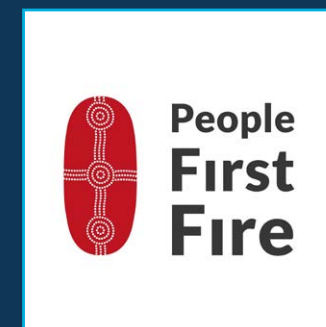
### 2019

Brookfield Properties in Australia became a member of **Supply Nation**, 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.

**People First Fire** is part of the Supply Nation network who supply fire mapping and training services to our operational assets in Sydney. At the time of writing this document, we have contributed more than \$520,000 to People First Fire's services as an ongoing partnership.

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 as 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. We also undertook a groundbreaking ceremony to mark the start of development. Barry McGuire, a Whadjuk representative, performed a Welcome to Country on behalf of his community, the Whadjuk peoples 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.

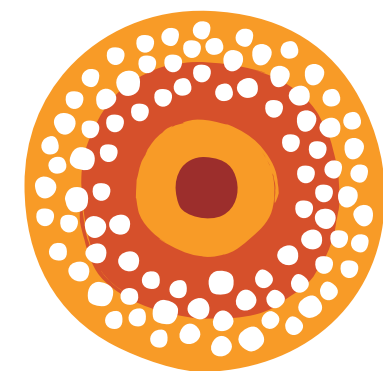
Utilising our digital lift screen network, Brookfield Properties in Australia ran a portfolio-wide **NAIDOC Week** digital awareness campaign for our tenants.

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. At the time of writing this document, the Brookfield Properties project team smashed their target over the three years and raised more than \$75,000 for Ruah through our development team and project consultants.

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.

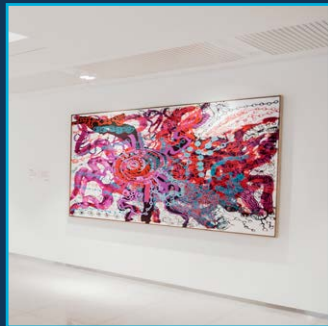
At Brookfield Place Perth, our placemaking team ran a month-long **precinct exhibition** featuring some of Australia's most celebrated Aboriginal and Torres Strait Islander Olympians, coinciding with NAIDOC Week and the delayed 2020 Tokyo Olympics.





## 2021

In an artistic first for our business, Brookfield Properties Australia partnered with Artbank 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, **axiis**, 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 Torres Strait Islander peoples and non-Indigenous people.



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 peoples of the Noongar nation.



Our fundraising efforts for Ruah Community Services in Perth came to life with the official opening of a new **Yarning Circle** at Kambarang 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 recognise Aboriginal and Torres Strait Islander cultures and their connections to Country.



At Brookfield Place Sydney, our placemaking team collaborated with 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- Yugambeh woman. The artworks tell the stories of the land and peoples in traditional artwork styling.



## 2022

Brookfield Properties negotiated a **collaboration between artists** Adnate and Tom Day, bringing together Adnate's fine art realist portraiture style and Day's traditional linework style to deliver a mural in Gills Alley, alongside our asset at 405 Bourke Street in Melbourne. The collaboration unites Day's Aboriginal heritage in an ode to the Wurundjeri Woi Wurrung peoples and continues Adnate's collaboration with First Nations communities. The inspiration for the mural came from the aquifers that flow below the city and the eels which migrate towards the Yarra River which can be seen illustrated throughout the design.



We teamed up with First Nations consultancy group, IPS, to understand the collective thoughts and views on diversity and inclusion in our workplace. This involved the delivery of an organisation-wide cultural competency survey, analysis of the results, and development of a cultural learning strategy by IPS based on that analysis. The **cultural competency survey** revealed Brookfield Properties is Culturally Emerging, and moving toward Culturally Aspiring, demonstrating that our people have a good level of awareness of and respect for other cultures, and a willingness to learn more.

44 of our employees across Australia, participated in in-person cultural competency training including on-Country immersive experiences.



We launched our inaugural **Reflect Reconciliation Action Plan**. The Reflect stage allowed us to build strong foundations to engage in reconciliation meaningfully. Watch the launch event video here [www.youtube.com/watch?v=usi7oDfj\\_Qc](https://www.youtube.com/watch?v=usi7oDfj_Qc)



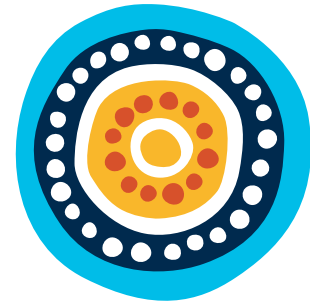


## 2023

Winner of the Best Community Engagement Award at the 2023 Property Council of Australia WA Property Awards for our broad-reaching and innovative approach to engaging with Aboriginal and Torres Strait Islander communities across our national assets, delivering tangible and meaningful results.

Our philanthropic employee engagement group, Brookfield Cares, launched a **six-year sponsorship** with Yalari, a not-for-profit organisation that offers quality, secondary education scholarships at leading Australian boarding schools for Aboriginal or Torres Strait Islander children from regional, rural, and remote communities. This sponsorship equates to seeing a First Nations student go through secondary school as a boarder.

We're excited that our sponsored student has settled into a high school in Sydney.



Upgrade works commenced at Brookfield Place Perth. We engaged with consultants, Soft Earth, in the **Designing for Country** design process for these works which included design led solutions for the lobby interior furnishings, including rugs, carpets, and soft furnishings, and a public artwork integration.

Brookfield Properties unveiled two significant public artworks at One The Esplanade including 'Goodjal ba Ngoonii Koorndaam' - 2.8m-tall, cast-bronze traditional dance sticks by Noongar artist Jarni McGuire and an interpretation of the Whadjuk Noongar story, 'Two Brothers Dreaming'; 'Within, Without' - a two-piece, 4.2-metre structure by Stuart Green and Sandra Hill is a celebration of coming together and a shared future. Jarni's piece was developed under a **'Design Assist Process'** a professional development program designed to build skills, income and employment opportunities for emerging Aboriginal and Torres Strait Islander artists.

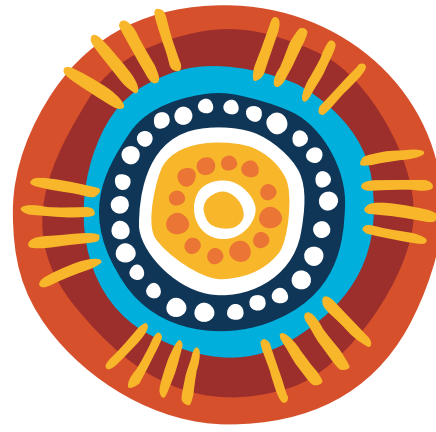
Over six weeks between National Reconciliation Week and NAIDOC Week we ran several tenant engagement activations including art exhibitions and sales, live muraling, pop up markets, cultural performances, education sessions, and retailer partnerships. At the end of 2023 we released the results from these activations, which resulted in \$100,000+ being directed to **First Nations businesses** during these six weeks.

Completion of the capital works program at 52 Goulburn Street, Sydney which resulted in more than \$1.2 million being allocated towards **First Nations-owned businesses**.

Brookfield Properties and Cbus Property were treated to a very special **Welcome to Country and Smoking Ceremony** at Nine The Esplanade, Elizabeth Quay. Conducted by our Whadjuk representatives Barry McGuire and Carol Innes, the smoking ceremony allowed us to deepen our respect and connection for the land, cultures, and traditions of the Whadjuk Noongar people.







- The Brookfield Properties team visited **Ruah Community Services' Kamarang Place** to see their newly renovated kitchen and we were delighted to see first-hand the positive impact the kitchen will make to the residents. This was funded through fundraising by the One The Esplanade project team.



- We celebrated the One The Esplanade building opening with a special **Welcome to Country** with Barry McGuire and Carol Innes from Soft Earth.



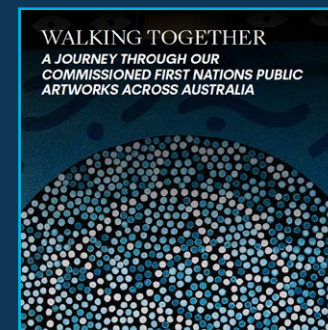
- **2024**

In keeping with tradition, the Nine The Esplanade development team, together with our JV partner Cbus Property, are aiming to raise \$35,000 for the **Wungening Aboriginal Corporation**, a Western Australian-based community service provider. Wungening offers culturally secure and holistic programs and strategies that inform, educate, and address the harmful effects of alcohol, drugs and other substances on individuals, families, and communities.



At our first fundraiser the team, together with our contractors, raised more than \$24,000 at a bowling event. These funds will go towards a new children's playground in Wungening's women's refuge, Wooree Miya. Renovating the playground will support healing in a safe environment while the Wungening team supports the families.

- Our RAP Working Group will be participating in several **National Reconciliation Week and NAIDOC Week programs and events**. At the time of writing this document, we're working on launching a First Nations Art Guide. The guide will take you on a tour of all the First Nations public art we have commissioned around the Elizabeth Quay area of Perth.



- When we partnered with Artbank to deliver a specially curated gallery experience in our Asia-Pacific Headquarters in Sydney, the brief was to feature **100% First Nations artists**, and the contract was to run for one year.



Due to the love for the collection, it remains hung on the walls of our office and the collection will be renewed for a further 12 months starting 1 July this year.





# Case studies

## Case Study 1

### Our partnership with Ruah Community Services

At Brookfield Properties we're not simply a partner to your community – we're part of it too. In 2021 our development team and their contractors responsible for delivering our mixed-use commercial precinct, One The Esplanade at Elizabeth Quay, set out to raise \$50,000 for Ruah Community Services, an integrated community services provider in Western Australia. Ruah has been helping vulnerable and disadvantaged people experiencing family and domestic violence, homelessness, and the challenges of living with mental illness for more than 60-years.

By the end of 2023 the team has crushed their target and raised more than \$75,000, resulting in the delivery of three major initiatives for Ruah:

- The transformation of their once barren backyard at Kamarang Place to a garden of healing featuring a 'yarning circle'. The safe, and tranquil place provides a therapeutic area where residents can gather together, share stories, connect and heal.
- The purchase of a minivan, to enable us to respond quickly to women and children in crises, and to transport those staying at our refuges to medical and other essential appointments.
- A newly renovated kitchen at Kamarang Place which has had a positive impact on the lifestyle of their residents.

In addition to funds raised we also ran a BBQ volunteer day, an Education drive, and multiple Christmas drives.



### 2020

In 2020 during our initial event, the One The Esplanade development team, alongside our contractors, successfully generated more than \$22,000 through a dedicated bowls fundraiser for Ruah.



### 2021

In 2021 we split into teams and fought it out to see who shuffleboard champions would be. We pushed our shuffled funds to \$22,000 whilst shuffling pucks down the lane!



### 2022

In 2022, we brought together 16 teams, consisting of our own staff members, friends, and valued partners from the One The Esplanade project, to take part in a spirited dart tournament at the Flight Club. This collaborative effort culminated in raising an impressive sum of over \$24,000.



"I'm proud of the strong relationship that we have had with Brookfield Properties – they are part of the Ruah family and their values are strongly aligned with ours."

Elsie Blay, Executive Manager – Services, Ruah Community Services



## Case Study 2

### Brookfield Properties wins PCA Best Community Engagement Award

Brookfield Properties was the winner of the Property Council of Australia WA's Best Community Engagement Award for our First Nations engagement, which was largely due to our work on One The Esplanade, Elizabeth Quay in Perth that led to the launch of the Australian Brookfield Properties inaugural Reconciliation Action Plan in 2022, and the story of Country is now integral in our placemaking programs across our entire portfolio.

One The Esplanade is testimony to how Designing for Country can successfully embed the histories and cultures of local First Nations peoples into a brand-new commercial precinct.

"We are really proud of what we have collectively achieved, and this accolade speaks to the power of authentic collaboration and a genuine desire to create a development where everyone feels welcome," said Cliff Winby, Brookfield Properties Vice President – Developments.



From the project's inception, Brookfield Properties worked with anchor tenant Chevron Australia and First Nations consultancy Soft Earth, representing the Whadjuk peoples of the Noongar nation, to lay the groundwork for Designing with Country and reflect the Noongar culture within the built environment.

Soft Earth was consulted on the landscaping and precinct design, resulting in a mature native Tuart tree being selected for display within One The Esplanade's iconic glass 'Oculus' void. The tree signifies the site's connection to the Derbarl Yerrigan (Swan River), while additional landscaping and planting reflects the Noongar Six Seasons.

Soft Earth was also engaged for a dedicated Art Strategy in collaboration with Apparatus, resulting in the delivery of two major public art pieces in 2023. These include a 2.8-metre-high bronze sculpture by Noongar artist Jarni McGuire, titled 'Goodjal ba Ngoonii Koorndaam' (Two Brothers Dreaming), as well as 'Within, Without', a 4.2 metre-tall, two-piece structure by Stuart Green and Cultural Advisor Sandra Hill, which represents energy, endurance and a shared history as Western Australians on Whadjuk Noongar country. The Jarni McGuire piece was developed through a 'Design Assist Process', a development program designed to build skills, income, and employment opportunities for emerging Aboriginal and Torres Strait Islander artists.

Bespoke street furniture with a distinct 'dancing legs' design was installed – a collaboration between Soft Earth and the celebrated architectural studio, Hassell. Designed to encourage people to meet and share knowledge, the furniture celebrates the energy that is created in the ground through marching, dancing or playing when large groups come together. Barry McGuire and Carol Innes of Soft Earth performed ceremonies at various stages of the development, including a cleansing ceremony to cleanse the past and make way for a unified future.

"We walk into many buildings but still we wonder why we are here. Here [at One The Esplanade] we're a part of it, and we can feel it. We can feel the old people. I just know we are all together now," said Barry McGuire.

"Nothing like this has been done here (in Perth) before. Doing something together, collaboratively, respectfully – this type of project and process could inform the nation so that we can all have something to celebrate together," said Carol Innes.



During the development there have been many instances of engagement with First Nations artists. These include:

- A permanent activation artwork now sits on the perimeter of the building to provide Whadjuk Noongar presence, and activate the pedestrian passageway fronting onto The Esplanade. The artwork tells a Whadjuk story in sculptural form, enlivening the building at pedestrian level; creating intrigue and appeal. Public art and cultural services provider, Apparatus, worked in collaboration with Jarni McGuire, a Whadjuk, Ballardong and Yuat woman living in Boorloo, alongside UAP, and Chevron's Whadjuk Working Group to allow Noongar artists to gain experience in the public art industry. This work is titled *Tjun Tjun (Dance Sticks)* and is inspired by the story of the two brothers dreaming.
- Another permanent artwork was a collaboration between Western Australian artist Stuart Green and Noongar artist, Sandra Hill. Strategically placed as sentinels, the piece is titled *Within Without* and speaks of energy and endurance, and expresses our shared history as Western Australians on Whadjuk Noongar Country.

#### IMAGE (ABOVE)

Statement artwork (<https://www.brookfieldproperties.com/en/our-approach/arts/art-collection/2024/03/14/within-without/>)

Artist: Stuart Green

Title: *Within, Without*

Credits: Photographer: Frances Andrijich;  
Art Consultant: Apparatus Project  
Cultural Advisors: Carol Innes, Barry McGuire and Kim Collard

#### IMAGE (LEFT)

Activation artwork (<https://www.brookfieldproperties.com/en/our-approach/arts/art-collection/2024/03/14/goodjal-ba-ngoonii-koorndaam/>)

Artist: Jarni McGuire

Title: *Goodjal ba Ngoonii Koorndaam*

Credits: Photographer: Frances Andrijich  
Art Consultant: Apparatus Project  
Cultural Advisors: Carol Innes, Barry McGuire, and Kim Collard



## Case Study 3

### Brookfield Place Perth upgrade works

In celebration beyond the 10 years since its opening, Brookfield Place Perth has embarked on a renewal of its ground floor public spaces both exterior and interior. In redesigning these public realm areas, Brookfield Properties and Hassell in collaboration with Soft Earth aim to bring back traditional knowledge to the site, and honour Whadjuk Noongar Traditional Custodians.

These works completed in 2024 and included design led solutions for the lobby interior including two large feature artworks located on the atrium walls and integrated artwork in the form of rugs, and exterior landscaping that includes carved boulders and sandblasting of existing paving. The key principles from our consultation with Soft Earth were:

- Brookfield Place [site] has a complex history of interaction with water, the movement of water through the site + redirection of water;
- Brookfield Place [site] is in proximity to multiple local meeting + camping grounds for multiple historic Noongar groups;
- Brookfield Place represents the movement of people + water over Country. Highlighting the importance of proximity to water + health.

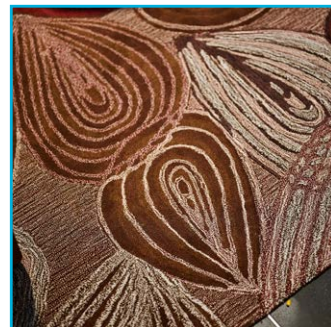
Located along the atrium walls is Lea Taylor's Yandjitup Kep-Werd – Place of the Bullrush Waterfall. This statement artwork expands almost 12.5m over two floors of the atrium void comprising of cascading bronze metal pieces designed speak directly to the location of the artwork, and the significance of the once wetland area. The work reflects and celebrates the vast lakes swamps and lush expanses of Bullrush, and the meaning for the Bibbulmun peoples, who relied on the area for their survival for many thousands of years, whilst also acknowledging the modern place it has become.

Nearby, Shane Hansen's artwork Kep Walken Winin – Water is the colour of Life is depicted in the lobby rugs and sandblasted stone boulders amongst the landscaping.

**Rugs:** This artwork symbolises elements connected to the river – raindrops, and middens. The simple, strong line work is at play in the various weaves and carvings of the floor rugs. Shane has depicted the textural quality of

shadows created by 3D and texture. "The spiritual space in between the elements and its shadow, that's where the spirit is". Middens – Whadjuk Noongar harvest from water sources in accordance with the seasons, leaving behind the shells and bones, in middens. The middens signify a place of families living and eating together.

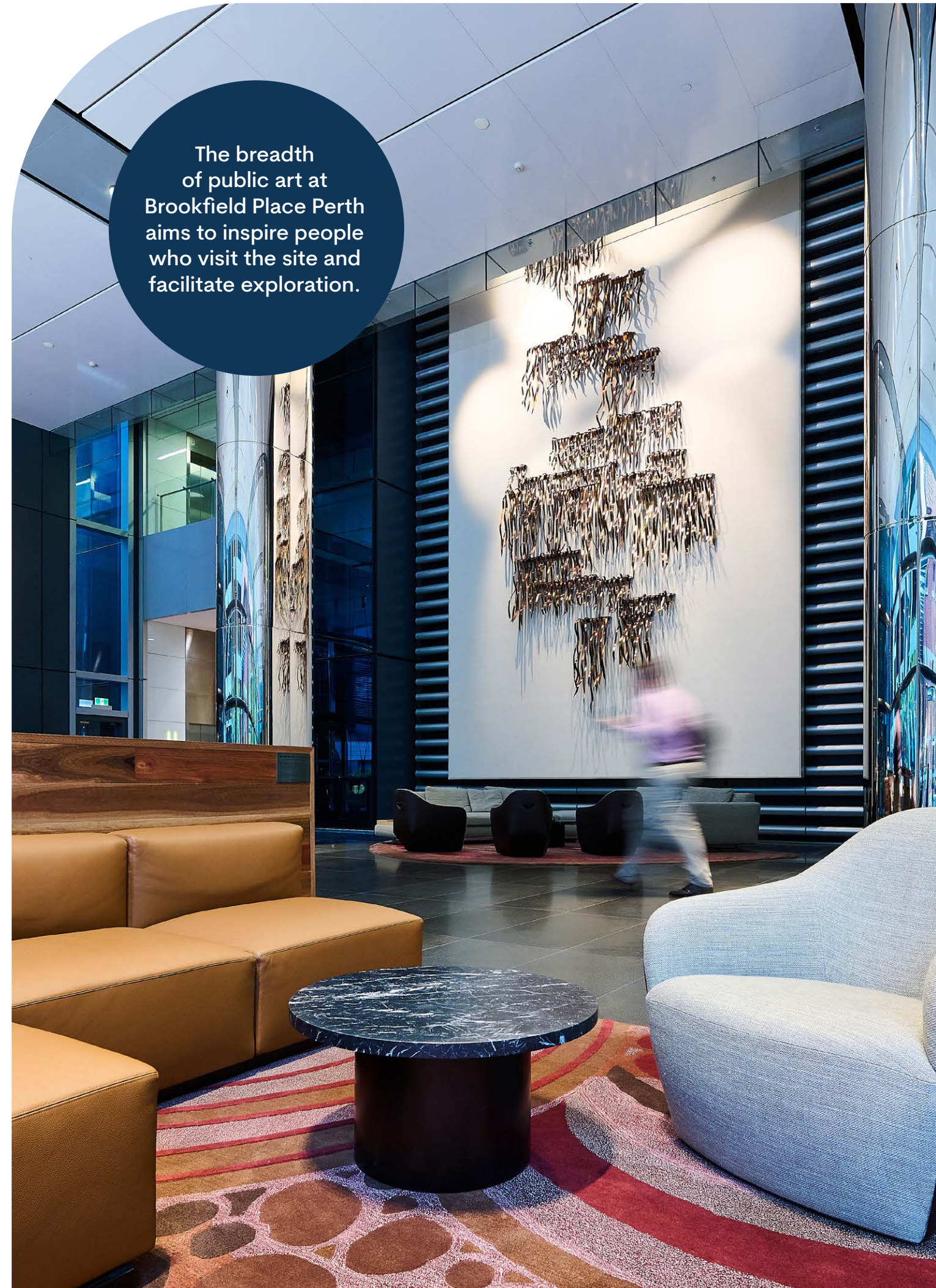
Borong / Raindrops – Rain is important to Whadjuk Noongar as food renewal; for both plant germination and controlling the cool fires for land management and hunting. Rain is a life giving element and the holder of all the colours. Both of Shane Hansen's artworks reference this site's deep connection to water, and its many expressions. "Water is a force of life, a giver of life, a living entity, a source of health, an ancient lifeblood, the spirit of place." Soft Earth, Noongar Cultural Advisors.



**Boulders:** This artwork depicts an aerial view of the confluence of the Derbarl Yerrigan (Swan River estuary) and Djarlgarra Beelieer (Canning River). The sandblasted curvilinear lines represent the passage of water, flowing from the hills, through to the river systems. Donnybrook stone boulders are carved with symbols of Noongar boodjar (Noongar country). Shane's carvings provide the opportunity for touch; a connection to the artwork, the material, and nature.



The breadth of public art at Brookfield Place Perth aims to inspire people who visit the site and facilitate exploration.







## Case Study 4

### Inclusion through procurement participation – 52 Goulburn refurbishment works

In 2024, Brookfield Properties - together with our partner Arcadia - completed a \$40 million whole-of-building refurbishment at 52 Goulburn Street in Sydney. As part of this program, more than \$1.2 million was awarded to First Nations-owned businesses during the refurbishment works. This spend was a significant first for any Australian capital works program at Brookfield Properties to date, and included First Nations-owned businesses to complete all the painting works, flooring finishes, fixes and fittings for the End-of-Trip and bathroom facilities, and to provide the commercial kitchen equipment for the Pitt Street facing café space.

*"The capital works program here at 52 Goulburn Street has provided a fantastic opportunity for us to 'walk the walk' in terms of our RAP commitments, and a chance to use one of our projects as a means of driving greater equity,"* said Han Zhang, Capital Works Manager – Operations.

*"Our investment is a direct reflection of our ongoing commitment to supplier diversity,"* he added. *"Through our work with First Nations business directory Supply Nation, we understand that every dollar spent with an First Nations-owned enterprise generates four times its value in social impact."*





## Case Study 5

### Our 2023 First Nations Placemaking programming

Our placemaking program and charity partnerships are an essential element in supporting Brookfield Properties and our tenants' social sustainability goals.

Throughout the 6-week campaign, we made it our priority to actively incorporate and support First Nations businesses. We were committed to fostering inclusivity within our workplace and diligently providing accurate first-hand information to educate our tenants about Aboriginal and Torres Strait Islander cultures. We did this by:



#### Market pop ups

We hosted a range of market pop-ups across the country that sold a range of First Nations products from local suppliers including carved wooden items, clothing, merchandise, and jewelry.



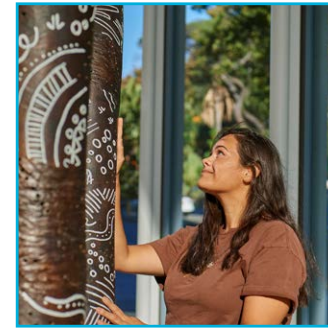
#### Retail collaborations

Dale Tilbrook, a Wardandi Dibbulmun woman hosted collaborative sessions at our retailers W Churchill and Print Hall in Perth, to share her knowledge and help guide and create cocktails with native ingredients. These included a Saltbush Caramel Espresso Martini, and an Albany Blue swimmer Crab pillow made with coconut, Lemon Myrtle, and squid ink mayonnaise.



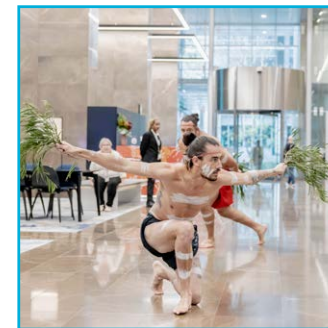
#### Live painting

Dalmarri hosted interactive live painting workshops at Brookfield Place Sydney, 405 Bourke Street, Melbourne and 388 George Street, Sydney. Julianne Wade, a Whadjuk artist hosted the live painting in Brookfield Place Perth Tower 1, showcasing the Sheoak growth lifecycle through the First Nations six seasons.



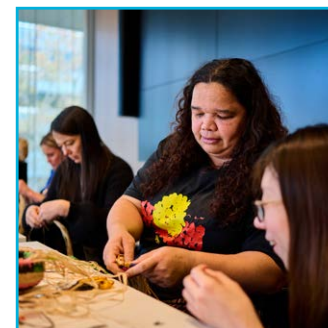
#### Public art tours

Partnering with Apparatus, artists Stuart Green and Jarni McGuire (Noongar Boodja country, Whadjuk, Ballardong and Yuat woman) hosted a 1-hour art tour at our latest development, One The Esplanade, Perth. Photo: Frances Andrijich



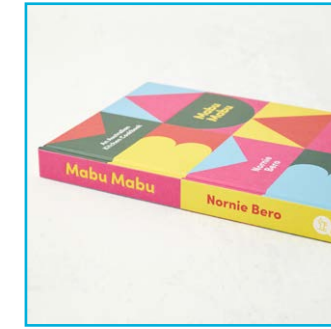
#### Performances

We incorporated both traditional and modern First Nations performances in this campaign. Natcha Tong Nong Ga (Healing spirit through mother Earth) from Yuin and La Perouse Gadigal performed at all Sydney assets. Djirri Djirri, an all women dance group based in Melbourne, performed at 405 Bourke Street in Melbourne.



#### Workshops and lunch and learns

- Weaving workshops in Perth with 42 attendees
- Painting workshops in Perth with 39 attendees
- Lunch and learn sessions in Sydney with 46 attendees



#### Giveaways

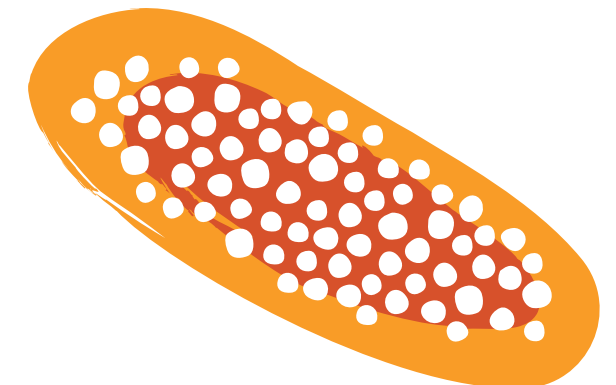
In NSW we gave away two Mabu Mabu vouchers for tenants to experience authentic Torres Strait cuisine. Prizes also included four First Nations product bundles which were given to our tenants at Brookfield Place Sydney and 388 George Street, Sydney.



#### Art gallery and sales

We showcased several First Nations artworks in our buildings nation-wide. The sales of these artworks from each building were:

- Brookfield Place Sydney - \$1,850
- 680 George Street, Sydney - \$1,850
- 388 George Street, Sydney - \$850
- 405 Bourke Street, Melbourne - \$6,950
- One The Esplanade, Perth, and Brookfield Place Perth - \$1,540 total





The results of this campaign far exceeded expectations

of **\$100,000+**

directed to First Nations businesses and charities.

**\$83,345**

towards First Nations led businesses to facilitate the 6-week campaign.

**\$16,350**

of First Nations artworks and products sold across our Australian precincts.

**\$4,300**

raised for Purple House. Purple House is a First Nations owned health service. Their mission is 'Making all our families well'. They run 19 remote clinics and two mobile dialysis units called the Purple Truck, which allows them to offer remote dialysis, social support, aged care and NDIS service.

The 20+ First Nations businesses and charity partners we collaborated with on this campaign included:

Dalmarri  
Julianne Wade  
Jarni Creative  
Linlelu Arts

Watch our campaign overview video below:



[www.youtube.com/watch?v=LYgiTVETFXM](https://www.youtube.com/watch?v=LYgiTVETFXM)



# Relationships



Connection, engagement and partnerships have been key in our journey as we've collaborated with a range of wonderful artists, businesses, community leaders, market traders, workshop facilitators, performers, charity organisations, chefs and storytellers, and developed a stronger understanding of the shared value that can be derived from such collaborations.

We have a focus to bring authentic experiences to life in an approachable way, to utilise art as a way of creating low barrier engagement opportunities, and to facilitate conversations that can kickstart future collaborations. Our partnership with Dalmarri, a Supply Nation Certified organisation, has driven more than \$175,000 to First Nations artists, performers, and educators in two years and has facilitated a further 20 collaborations with First Nations businesses as a result of the connections made during our activation programming.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	Dec 2025	Vice President   Developments
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	Sep 2024	Senior Vice President   Marketing and Communications
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2025, 2026	Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May-3 June, 2025, 2026	Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May-3 June, 2025, 2026	Senior Vice President   Developments
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>	27 May-3 June, 2025, 2026	Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>	May 2025, 2026	Executive Assistant
<b>3. Promote reconciliation through our sphere of influence.</b>	<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	Jul 2025	Senior Vice President   Legal
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly.</li> </ul>	Sep 2024	Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	Dec 2025	Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	Dec 2025	Vice President   Developments
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	<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>	Dec 2025	Vice President   Risk and Compliance
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> </ul>	Dec 2025	Vice President   Risk and Compliance
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	Dec 2024	Vice President   Risk and Compliance
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	Sep 2024	Vice President   Risk and Compliance
<b>5. Create collaborative growth for First Nations organisations through partnerships</b>	<ul style="list-style-type: none"> <li>Embed cultural activations into our annual events budgets and plans, and work with First Nations business and advisors to bring these to fruition</li> </ul>	Jul 2026	Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>Use our Supply Nation membership to invite First Nations businesses to participate through a competitive tender</li> </ul>	Jul 2026	Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>Promote our cultural activations through our bespoke tenant app, axiis, to encourage broad participation by our tenant customers nationally</li> </ul>	Jul 2026	Senior Manager   Marketing and Communications

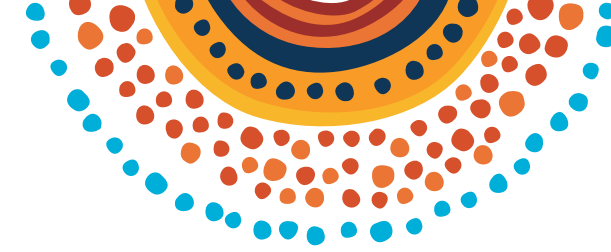




Respect is one of our core Brookfield Properties values. It's important to our business to showcase First Nations cultures and histories in the buildings we operate because it deepens our understanding of the connection to the land and places value on traditions that are more than 60,000 years old. Respect is a strategic direction for our business because doing something together, in a collaborative manner, develops cultural respect so that we can all have something to celebrate together.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	Jul 2024, 2025, 2026	Senior Vice President   Human Resources
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</li> </ul>	Jul 2025	Senior Vice President   Developments
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural learning strategy document for our staff.</li> </ul>	Dec 2025	Senior Vice President   Human Resources
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	Jul 2024, 2025, 2026	Senior Manager   Marketing and Communications
<b>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<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>	Jul 2024	Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	Sep 2024	Assistant Manager   Developments
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	Jul 2026	Assistant Manager   Developments
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	Jul 2026	Senior Manager   Marketing and Communications
<b>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week of Jul 2024, 2025, 2026	Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	Jun 2025, 2026	Vice President   Risk and Compliance
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	First week of Jul 2024, 2025, 2026	Senior Vice President   Marketing and Communications
<b>9. Build cultural understanding between the wider public and First Nations communities, while celebrating First Nations stories, traditions, and ways of life.</b>	<ul style="list-style-type: none"> <li>Invite our tenants via a survey to tell us what they want to see, and feel, when experiencing our buildings, to make them feel culturally welcome, and utilise these responses to inform our events, activations and workshops</li> </ul>	Aug 2024, 2025	Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>Use our properties as a platform to facilitate social change through year round event programming. A particular focus to be on the period between National Reconciliation Week and NAIDOC Week to create a variety of touch points for our communities to engage with First Nations peoples and cultures.</li> </ul>	May-July 2024, 2025, 2026	Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>Leverage our First Nations events to raise funds from our tenants and the general public for First Nations causes, contributing to causes that direct benefit First Nations peoples.</li> </ul>	Jul 2026	Senior Manager   Marketing and Communications

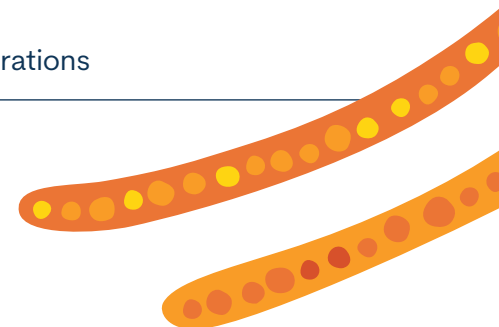




Our culture is defined by collaboration and equal representation at all levels. This extends to our procurement channels where we encourage First Nations businesses to tender and compete for our business. Similarly, when we require First Nations knowledge holders to assist us in the execution of our mission and vision, we explore channels such as Supply Nation to help us identify Aboriginal and Torres Strait Islander-owned businesses to help us create this opportunity.

In 2023 alone, we awarded more than \$1.65 million to First Nations-controlled businesses across a wide variety of trades and services, underscoring our approach to encourage and embed supplier diversity across our entire business in Australia.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	<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>	Dec 2025	Senior Vice President   Human Resources
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	Dec 2025	Senior Vice President   Human Resources
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	Dec 2025	Senior Vice President   Human Resources
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	Dec 2025	Senior Vice President   Human Resources
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	Dec 2025	Senior Vice President   Human Resources
<b>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	Dec 2024	Procurement Manager   Operations
	<ul style="list-style-type: none"> <li>Maintain Supply Nation membership and actively support its use through:                             <ul style="list-style-type: none"> <li>Hold annual Supply Nation training sessions for all people in our business responsible for procurement goods and services.</li> <li>Host a Lunch and Learn annually with a Supply Nation representative, and invite a range of Supply Nations business representatives to join a panel discussion.</li> <li>Two members of the RAP Working Group to attend Supply Nation's annual flagship event, Connect.</li> </ul> </li> </ul>	Jul 2025, 2026	Procurement Manager   Operations Senior Manager   Marketing and Communications
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	Jul 2026	National Manager   Operations
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	Jul 2026	National Manager   Operations
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	Jul 2026	National Manager   Operations







ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> <li>Establish and apply a Terms of Reference for the RWG.</li> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	Jul 2026  Jul 2024  Mar, May, July, Sep, Nov 2024, 2025, 2026	Senior Manager   Marketing and Communications  Senior Vice President   Legal  Senior Manager   Marketing and Communications
<b>13. Provide appropriate support for effective implementation of RAP commitments.</b>	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> <li>Maintain an internal RAP Champion from senior management.</li> </ul>	Dec 2024  Jul 2026  Jul 2026  Jul 2024	Executive Assistant  Senior Vice President   Developments  Vice President   Legal  Senior Vice President   Developments
<b>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</li> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> <li>Report RAP progress to all staff and senior leaders quarterly.</li> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	Jun 2025, 2026  Aug 2024, 2025  Sep 2024, 2025  Mar, June, Sep, Dec 2024, 2025, 2026  Dec-2024, 2025  Feb 2026  Sep 2026	Senior Manager   Marketing and Communications  Senior Manager   Marketing and Communications  Senior Manager   Marketing and Communications  Senior Manager   Marketing and Communications  Senior Manager   Marketing and Communications  Senior Manager   Marketing and Communications  Senior Manager   Marketing and Communications
<b>15. Continue our reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	Jan 2026	Senior Manager   Marketing and Communications





## Contact details

**Michelle Howard**

Senior Manager

Marketing and Communications

e [michelle.howard@brookfieldproperties.com](mailto:michelle.howard@brookfieldproperties.com)

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