



RECONCILIATION
ACTION PLAN

REFLECT



ESR

Reflect Reconciliation Action Plan

September 2024 to September 2025

A man is performing a smoking ceremony. He is wearing a headband and has white body paint on his face and arms. He is holding a large, decorated pipe (woolliwoolie) and lighting it. The background shows a kitchen or food preparation area with a red railing and a large metal pot. The image is overlaid with large, stylized Aboriginal art patterns in orange, blue, and white.

Acknowledgement of Country

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

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

Pictured: Smoking Ceremony by Tribal Experiences at Acacia Ridge Business Park, Meanjin.

Artwork Story

This artwork was created with the following themes: Imaginative, Bold, Innovative, Collaborative and Spirited. Using the cross-hatching linework of my ancestors, I have represented the catching of knowledge. Ideas are woven together, like that of our dillybags.

The centrepiece represents the stakeholders working together, to create innovative solutions and developments. Pathways and journeys to community engagement are represented by the lines down the sides, connected to the community circles. Red represents the rich soil of the land.

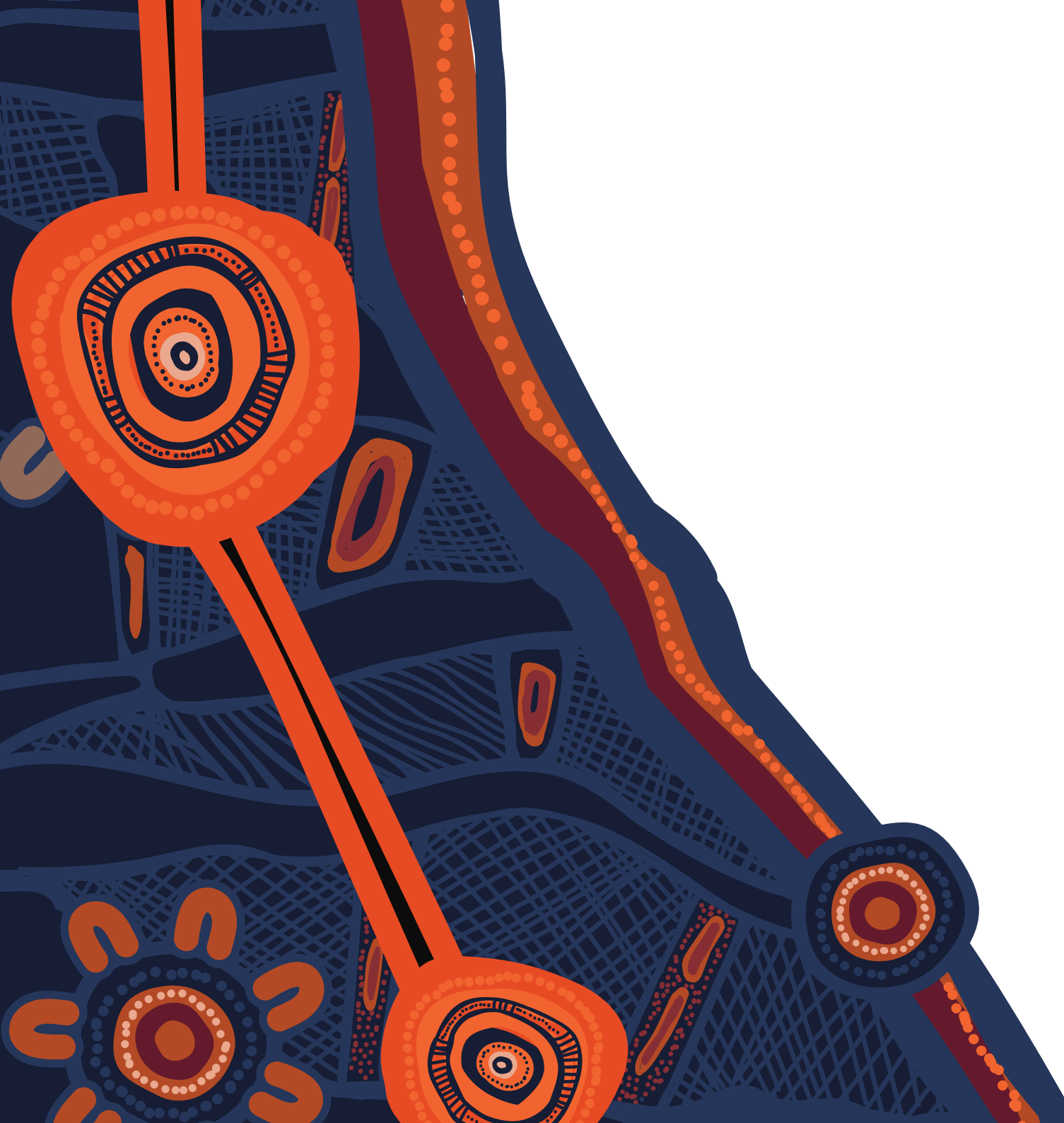
Deep blues are reminiscent of the waters and the night sky. Orange is used to represent the sun, and the solar power used throughout the company. This is a journey, learning about each other and learning together.



About the Artist

Elaine Chambers-Hegarty is an Aboriginal artist and graphic designer with cultural links to the Koa (Guwa), Kuku Yalanji, and Barada Barna peoples. Elaine's art is a dialogue between the modern and the ancestral, an embrace of tradition within the contemporary.

Her profound love for her people and her cultural heritage has been the guiding light of her artistic expression. Her love of family fuels her creative passions and pushes her to continue evolving as an artist.



YarnnUp Aboriginal Consultants' Business Bio

ESR is proud to partner with Yarnnup; First Nations consultants that are working with us throughout the development, endorsement and implementation of this Reflect RAP.

Yarnnup is an Aboriginal owned and managed consulting and training organisation based in South Eveleigh, NSW. Yarnnup supports organisations that are working towards a more positive future for First Nations peoples, businesses, and communities, by providing them with the knowledge, skills and strategy to create authentic change.

A Message From Our CEO

The commencement of our Reconciliation Action Plan (RAP) with our Reflect RAP marks the strengthening of our commitment to First Nations peoples through respect, collaboration, partnerships and understanding.

At ESR, across all aspects of the business, our purpose is to create space and investment solutions for a sustainable future. As leaders, we recognise that this includes sustaining local communities and recognising First Nations peoples. We also recognise that it is our responsibility to develop our awareness about Aboriginal and Torres Strait Islander peoples and the sacred 'Connection to Country' which is fundamental to First Nations cultures.

Promoting diversity, equity, and inclusion is the foundation on which we strive to operate. We celebrate that our local workforce of over two hundred employees is as diverse as the c.520 customers we service and the local communities we work within.

As a leading Australian real estate developer and manager, we recognise our responsibility to influence our construction and management partners about First Nations employee and supplier participation in caring for the environments and communities in which we work, in alignment with the cultural values of Aboriginal and Torres Strait Islanders peoples.

ESR's Reflect RAP has the full support of our leadership team across the business. We are proud to formally commence our RAP and mark it as the first step in our long-term commitment to better understand, engage with, and build meaningful relationships with Aboriginal and Torres Strait Islander peoples.

Phil Pearce

Deputy CEO, ESR Group
CEO, ESR Australia & NZ



Statement from CEO of Reconciliation Australia

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

ESR joins a network of more than 3,000 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 ESR 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 ESR, 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



Our Business

ESR is the largest listed real estate manager in the Asia Pacific, managing US\$154 billion¹ of assets, with a development pipeline in Australia of A\$19.6 billion².

In Australia, ESR develops and manages real estate assets and funds to create value for our stakeholders. This involves buying land, designing and constructing buildings, leasing space to our customers and managing the properties over time.

We specialise in industrial and logistics real estate, supporting a range of industries. Our spaces range in scale from single buildings to very large estates or precincts encompassing numerous buildings and transportation infrastructure.

When we develop, we consider the communities and ecology associated with our sites and meet applicable state or local council planning and development requirements around these. It is typical for us not to own the land and properties ourselves, but act on behalf, as trustees, of investors such as sovereign wealth or super funds, or private institutions.

We conduct our business through an Environmental, Social and Governance (ESG) framework, seeking to reduce ESG risks for stakeholders, and to improve outcomes for stakeholders where we can. Our key stakeholders include our investors, customers, and their employees, the communities we are associated with, governments and our own employees. We use an external facility management group, who engages contractors such as cleaners, gardeners or mechanical services contractors.

1. As at 30 June 2024. Based on constant FX translation as of 30 June 2024 for a like-for-like comparison.

2. Figure current as of 30 June 2024.





Our Business

We employ approximately 250 staff across 11 core businesses and supporting functions. Our head office is in Sydney, and we have offices in Melbourne and Brisbane.

We currently employ one person who identifies as Aboriginal or Torres Strait Islander. Our on-boarding process provides the voluntary option for new starters to enter their ethnicity data. During this Reflect RAP phase, we will explore culturally sensitive and appropriate means to encourage self-identification and a formal identification process to better understand First Nations participation and engagement within our organisation.

As a business that values diversity, innovation and sustainability, we are excited by the opportunity to formalise our commitment to reconciliation and explore the opportunities available for the integration of First Nations ways of knowing, doing and being into our overall operations. This includes contributing to social and economic impact, as well as empowering self-determination for and with Aboriginal and Torres Strait Islander peoples.



Our Vision For Reconciliation

ESR envisions a path towards reconciliation that is rooted in integrity and meaningful engagement with Aboriginal and Torres Strait Islander peoples.

Embracing diversity, equity and inclusion, we are dedicated to a reconciliation journey that builds the capacity of our team to engage authentically with First Nations peoples; one that forges enduring partnerships based on mutual respect and shared knowledge. We understand that this journey will be a long one.

We aim to weave First Nations understanding into our core activities of developing and managing real estate assets to sustain and embrace the cultural, environmental and social fabrics of Aboriginal and Torres Strait Islander communities.

Ultimately, our reconciliation vision is about empowerment; empowering our people to foster genuine and inclusive connections and empowering First Nations communities through meaningful engagement, recognition and opportunities.

Our Journey Towards Reconciliation

The ESR journey towards reconciliation to date has been predominantly property development project focused, rather than at a whole-of-company level. While we are at the outset of our journey, these initiatives, along with our diverse and inclusive culture, position us well to advance reconciliation more formally through this Reflect RAP phase.

Our journey to-date has included:

Policy and Strategy

- Reconciliation at ESR is supported by our Diversity, Equity and Inclusion (DE&I) and anti-discrimination policies. Employees undertake mandatory training to prevent discrimination and harassment, to embed these policies and promote inclusive behaviours.
- Our 2030 ESG Strategy includes a reconciliation goal within its Inclusive & Well pillar. This Reflect RAP is a key 2024 deliverable of that goal.

Cultural Awareness and Understanding

- We have attended 'Collaborating with Country' events hosted by the Property Council of Australia (PCA) and engaged in conversations with Noel Pearson on 'The Voice' referendum via our PCA relationship.
- Our asset management team has organised lunch-time cultural awareness sessions for staff within office properties we manage.

At Our Development Sites and Properties

- We engage Traditional Owners to conduct Welcome to Country and smoking ceremonies at major events, including project ground-breaking, project completion, or the opening of new properties. Business leaders do an Acknowledgement of Country at significant events.
- We typically consult with registered First Nations organisations to undertake project-based Aboriginal Cultural Heritage Assessments (ACHAR) and meet Aboriginal Heritage Impact Permits requirements.
- A project has been undertaken by our Marketing team, in consultation with Local Aboriginal Land Councils, to reference the Traditional Owners of the lands and place names on signage at our properties. We are also exploring the history of our sites with a view to installing plaques to provide details relating to First Nations place names.
- First Nations artists have been engaged for individual projects in Melbourne, Sydney and the Gold Coast to develop artwork for our estates and buildings.

Pictured: "Pretty Little Fears" by Dylan Bolger is a powerful mural that explores themes of growth, destruction, and resilience in the face of ongoing colonisation. The artwork, part of ESR's "Creative Communities" project curated by Cultural Capital, interweaves natural elements like fires, floods, and local flora, celebrating Blak excellence and cultural endurance. This artwork can be viewed at Acacia Ridge Business Park on Meanjin Country.



Case Study

Our Mascot development project is taking part in the NSW Government's Connecting with Country Framework, which demonstrates how to work with local Aboriginal communities and guide the development to be more sustainable, collaborative and culturally responsive.

The project team have participated in cultural professional development training with the Gujaga Foundation. We are hoping to continue to work with the Gujaga Foundation to help develop elements of the buildings including naming, facade colours, landscape and public art.

These initiatives have been a catalyst for the formalisation of our reconciliation journey. We are now well placed and eager to adopt and implement a more strategic, enterprise-wide approach to reconciliation and are energised by the opportunities our Reflect RAP provides.

Pictured: Artist impression of Mascot Logistics Estate on Eora Nation.



Our RAP

Our drivers to now take a much more structured and comprehensive approach include:

A motivated team

Through surveys and other engagements, we have identified that many of our team are very supportive of our organisation having a RAP, and some are very passionate about being closely involved in the implementation of the deliverables within the plan.

Fulfilling our property development obligations with increased integrity

For several years, we have responded to mandated requirements at our development sites and operational properties around working with Country and engagement of Traditional Owners. Many of our people feel we should deepen our understanding of reconciliation and mature our approach to these activities for authentic engagement and integration to take place.

Desire to collaborate on something meaningful

In Australia, ESR has grown quickly since entering the local market in 2018. As the business continues to expand the process of collaborating on the RAP is viewed as a positive cultural development for the teams which contributes to the long term social impact of the business.

Pictured: Repatriation of Aboriginal Artifacts in Moorebank, land of the Cabrogal Clan of the Dharug Nation.





Our RAP

Our Reflect RAP presents a timely and tangible process for us to collectively commit to reconciliation and bring our people, organisational cultures and respective business networks together to deliver on our social and environmental impact goals for and with First Nations communities.

A key intention is to develop our cultural awareness and capability to inform the implementation of our RAP initiatives. We aim to more actively engage in NAIDOC Week, National Reconciliation Week and other culturally significant events, deepening our knowledge of First Nations heritage, cultures and ways of being.

We intend to review our employment and career development policies and practices to assess the extent to which they actively encourage First Nations workforce participation, retention and career progression, directly through our organisation and indirectly through our supplier network.

Our building and construction projects afford us a direct link to Aboriginal and Torres Strait Islander lands and communities, giving us a real opportunity to expand and embed existing approaches to:

- 'Connect with Country' and understand the significance of this protocol;
- commit to work with Traditional Knowledge Holders and to prioritise historical knowledge of contemporary sites; and
- consider the following to create a stronger sense of cultural inclusion and space:
 - architecture;
 - featured landscapes;
 - acknowledgement plaques or signage;
 - smoking ceremonies and ochre blessings;
 - traditional naming of the property; and
 - First Nations public art display.

At ESR, we interlink our strategic initiatives with our broader commitment to inclusivity, opportunity and sustainability. Our aim is for our reconciliation initiatives to become part of the fabric of our organisation.

We are cognisant that their success is dependent on the quality of our relationships. This specifically means authentic, meaningful and mutually beneficial engagement with First Nations communities and organisations, built on respectful consultation and connection.

RAP Governance

ESR's senior leaders see reconciliation as an integral business initiative which is also central to our ESG commitment.

Delivering on this Reflect RAP is the first formal step to bringing our reconciliation vision to life. Our workforce is diverse, inclusive, imaginative and collaborative – they too are ready to embrace reconciliation. We recognise, however, that while this level of engagement in our workforce is a great starting point, delivering on our RAP will take more than commitment and enthusiasm, and will require a strategic formulated approach that is sustainable and adequately resourced.

To adequately govern and implement the deliverables within this RAP in a culturally sensitive and relevant manner, we will build our cultural awareness, starting with our leadership team and RAP Working Group (RWG). We will also establish our RWG charter, governance structure and set realistic, achievable RAP initiatives to lay efficient foundations for future RAP phases. Our CEO, Phil Pearce, is our RAP executive sponsor.

RAP Working Group Membership

Executive Sponsor:

Chief Executive Officer

RAP Champion and Chair:

Head of ESG

Members:

Head of ESG
Head of Governance
Senior Asset Manager
Asset Manager
Senior Sustainability Advisor
ESG Manager
Development Manager
Communications Manager

First Nations Advisory:

YarnnUp

This Working Group may be refreshed post the integration of our businesses.



Reflect Reconciliation Action Plan

September 2024 to September 2025

Relationships



Action	Deliverables	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders, stakeholder groups and organisations.	1.1 Develop a list of Aboriginal and Torres Strait Islander organisations and peoples within our local community or sphere of influence.	December 2024	Head of Governance
	1.2 Research and implement best practice approaches that support partnerships with Aboriginal and Torres Strait Islander peoples.	February 2025	Head of Governance
2 Build relationships through celebrating National Reconciliation Week.	2.1 Introduce our team to National Reconciliation Week by circulating resources and materials.	May 2025	Communications Manager
	2.2 Have RWG members participate in external National Reconciliation Week events.	27 May – 3 June 2025	Communications Manager
	2.3 Encourage all teams within Australia to attend at least one National Reconciliation Week event.	27 May – 3 June 2025	Communications Manager
3 Promote reconciliation and our RAP through our sphere of influence.	3.1 Educate all staff on our reconciliation commitment and responsibilities within our RAP.	December 2024	Head of ESG
	3.2 Identify and connect with other RAP organisations to collaborate on our journey.	February 2025	Head of ESG
	3.3 Amend People & Culture on-boarding documents to include reference to our RAP.	March 2025	Head of HR
	3.4 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2025	Head of Governance
	3.5 Publish our RAP on our intranet for easy access by our team.	October 2024	Communications Manager
4 Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of current HR/ People & Culture policies and procedures to identify any anti-discrimination provisions and future needs.	May 2025	Head of HR
	4.2 Research best practice and policies in areas of race relations and anti-discrimination.	May 2025	Head of HR

Respect

Action	Deliverables	Timeline	Responsibility
1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	1.1 Review current cultural learning and education to identify training needs required within the organisation.	February 2025	Head of ESG
	1.2 Organise the delivery of workshops for internal cultural awareness.	February 2025	Head of ESG
	1.3 Develop a formal cultural learning strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2025	Head of ESG
	1.4 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2025	Head of ESG
	1.5 Investigate and develop a better understanding of First Nations approaches to sustainability, relationship management, inclusivity and diversity.	June 2025	Head of ESG
2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	2.1 Recognise Aboriginal and Torres Strait Islander dates of significance.	November 2024	Head of Marketing
	2.2 Develop an understanding of the local Traditional Custodians of the lands and waters within our organisations' operational areas including where we develop and manage our real estate assets.	March 2025	Head of Development
	2.3 Develop and implement a policy to increase understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols.	December 2024	Head of ESG
3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	3.1 Raise awareness and share information about the meaning of NAIDOC Week.	June 2025	Communications Manager
	3.2 Introduce staff to NAIDOC Week by promoting external events in our local area.	June 2025	Communications Manager
	3.3 RWG to participate in external NAIDOC Week events.	First week in July 2025	Communications Manager




Opportunities

Action	Deliverables	Timeline	Responsibility
1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	1.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2025	Head of HR
	1.2 Research best practice strategy for increasing Aboriginal and Torres Strait Islander employment within our organisation.	May 2025	Head of HR
	1.3 Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities.	May 2025	Head of HR
2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	2.1 Explore Supply Nation membership.	June 2025	Head of Asset Management
	2.2 Research effective procurement strategies in similar organisations or industries to understand best practice for our future First Nations procurement strategy.	May 2025	Head of Asset Management
	2.3 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	July 2025	Head of Asset Management
3 Develop a greater understanding of the significance of 'Connection with Country' for First Nations peoples	3.1 Engage with Traditional Custodians to embed 'Connection with Country' principles, strategies and approaches into our development projects.	August 2025	Head of Development

Governance



Action	Deliverables	Timeline	Responsibility
1 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	1.1 Maintain a RWG to govern and implement the RAP.	September 2024	CEO
	1.2 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2024	Head of ESG
	1.3 Draft a terms of reference document for the RWG.	October 2024	Head of ESG
2 Provide appropriate support for effective implementation of RAP commitments.	2.1 Identify and define resource needs for RAP implementation.	October 2024	Head of ESG
	2.2 Engage senior leaders in the delivery of RAP commitments.	October 2024	Head of ESG
	2.3 Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2024	Head of ESG
3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	3.1 Complete the annual RAP Impact Survey and submit to Reconciliation Australia.	30 September 2025	Head of ESG
	3.2 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.	September 2024, annually	Head of ESG
	3.3 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	September 2025	Head of ESG
4 Continue our reconciliation journey by developing our next RAP.	4.1 Review RAP based on achievements, challenges and lessons learned.	July 2025	Head of ESG
	4.2 Register via Reconciliation Australia's website to begin developing our next RAP.	July 2025	Head of ESG



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