

INNOVATE

Reconciliation Action Plan

May 2022 – May 2024

SCENTRE GROUP

*Creating extraordinary places,
connecting and enriching communities*



RECONCILIATION
ACTION PLAN

INNOVATE

“Scentre Group is renewing our RAP as we recognise reconciliation is important for all Australians. Through our connection to communities across Australia we have an important role to play in supporting the journey to a reconciled, just and equitable Australia.”

Sheridan Joel, Deputy General Counsel and RWG Senior Executive Sponsor

Contents

Our vision for reconciliation	4
A message from our CEO	5
A message from Reconciliation Australia	6
Our business	7
Our RAP	8
Relationships	15
Respect	18
Opportunities	21
Governance	23
Contact	24

Our vision for reconciliation

Scentre Group's vision for reconciliation is aligned to Our Purpose, Plan, Ambition and DNA (our values). It is also consistent with our goal to operate as a responsible, sustainable business. This means we seek to balance our initiatives across the four pillars of people, community, environment and economic performance.

Our reconciliation vision is to embed positive and sustainable equity and inclusion for Aboriginal and Torres Strait Islander peoples. We do this by engaging with our customers and local communities to demonstrate respect and support building sustainable relationships through our business practices and organisational culture.

We have a unique opportunity to engage with communities at scale as our Westfield Living Centres are considered essential social infrastructure, strategically located in close proximity to where more than 20 million people live. Through our active and future development program, as well as our day-to-day commercial activities owning and operating our Living Centres, we actively procure goods and services supporting local businesses and employment opportunities.



Westfield Marion 2021 NAIDOC Week Activation "Awelye Atnwengerrp"

A message from our CEO

I am pleased to share Scentre Group's third Reconciliation Action Plan (RAP) 2022 - 2024. I extend my gratitude to Reconciliation Australia for the extension of our previous RAP due to the impacts of the COVID-19 pandemic. This has been helpful and allowed us more time to implement strategies and focus on the areas with potential for greatest impact.

Our previous RAP (2019 -2021) focused on establishing and embedding employment pathway opportunities, expanding our procurement strategy with Supply Nation, engaging with local businesses and organisations and building cultural awareness amongst our people and communities.

As a leadership team and broader business we have reflected on the progress made and where we need to maintain and increase our focus to strengthen our relationships with Aboriginal and Torres Strait Islander peoples to bring about meaningful change.

Some of the highlights from our past RAP include exceeding our commitment to employ 3-6 new employees annually who identify as Aboriginal and Torres Strait Islander people - welcoming 11 new team members during the period. We onboarded six interns into our CareerTrackers program and filled

24 traineeship positions across our Westfield Living Centres, exceeding our target of 15 trainees annually.

We continue to embed our Aboriginal and Torres Strait Islander procurement strategy with over \$3 million in contracts being awarded to Supply Nation accredited businesses in 2019-2021. A highlight is a five-year contract awarded to ARA Indigenous Services to provide fire maintenance services in all of our Westfield Living Centres across WA, QLD, NSW and VIC which will commence in 2022.

Despite COVID-19 pandemic interruptions our Living Centres acknowledged and celebrated National Reconciliation Week and NAIDOC Week with community activations including art installations, kids craft and awareness campaigns amplified through our national digital screen network. We engaged our people by hosting in person and virtual events, inviting local Elders to share their personal stories and cultural knowledge. Our online Aboriginal and Torres Strait Islander cultural awareness training module has been completed by 45% of our people (as at 31 Dec 2021) and we published six editions of our Virtual Yarning Circle – raising awareness and educating our people by telling the stories of our shared history and the steps we can take to deliver against our RAP.

There are some areas where we have not achieved what we set out to do. This mostly relates to our ability to attract more Aboriginal and Torres Strait Islander people into our business. We have taken the time to understand

why and for the next chapter of our reconciliation story we will focus on four strategies to maximise our ability to create change.

- 1. Understanding** – build greater awareness, knowledge and cultural competence in our people to achieve our RAP vision.
- 2. Improving employment opportunities** - embed and enhance an enterprise-wide recruitment and retention strategy to address the lack of Aboriginal and Torres Strait Islander representation in our workforce.
- 3. Economic partnerships** – embed and enhance our procurement strategy to increase and expand the number of Aboriginal and Torres Strait Islander businesses we engage with
- 4. Community connection and engagement** - continue to connect with our customers and communities in fulfilling our vision.

I encourage everyone to take time to truly connect with this plan as Scentre Group employees, suppliers and partners and as members of our diverse Australian communities.

On behalf of Scentre Group we look forward to continuing our reconciliation journey together.



Peter Allen
CEO Scentre Group

A message from Reconciliation Australia



The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Scentre Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Scentre Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Scentre Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Scentre Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Scentre Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Scentre Group on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
CEO Reconciliation Australia

Reconciliation Australia commends Scentre Group on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Scentre Group continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

Our business

Our Purpose: *creating extraordinary places, connecting and enriching communities.*

Scentre Group owns and operates a leading platform of 42 Westfield Living Centres, located within close proximity to more than 20 million people. Our Westfield Living Centres are hubs of local economic activity which contribute to local employment and support a network of local businesses and suppliers.

We work to deliver Our Purpose as a responsible business focusing on the issues that matter most for the long-term. The Group employs 2,780 people across Australia and New Zealand and is organised by teams reflecting our vertically integrated business. Approximately 92% of our workforce is located in Australia. Our Westfield Living Centres are strategically located in the heart of the local communities we serve.

We actively seek to make connections between Our Purpose and our approach to responsible business which includes diversity, equity and inclusion initiatives. Nine of our team members identify as Aboriginal and Torres Strait Islander people.

We recognise cultural days of days of significance, tailored to individual centres and their community, and support community services.

Westfield Airport West 2021 NAIDOC Week Activation



Our RAP

Our second RAP 2019–2021

In 2019 we launched our second Innovate Reconciliation Action Plan 2019-2021 (RAP), endorsed by Reconciliation Australia. We remained focused on our RAP deliverables despite the challenges faced in 2020 and 2021 from COVID-19 pandemic interruptions. This was acknowledged by Reconciliation Australia with an extension of RAP deliverables to January 2022.

Our achievements from our second RAP include:

- Further embedding our Aboriginal and Torres Strait Islander procurement strategy with over \$3 million in contracts being awarded to Supply Nation accredited businesses. In addition we awarded a five year contract to ARA Indigenous Services commencing in 2021 (in excess of \$3 million per annum) investing in further Aboriginal and Torres Strait Islander employment opportunities. We also explored new partnerships with local suppliers at our Living Centres to expand our positive impact on local communities.
- As part of our diverse recruitment strategy we exceeded our commitment to employ 3-6 new employees annually who identify as Aboriginal and Torres Strait Islander people, welcoming 11 new team members. We also exceeded our Christmas casual target of 3% of hires, hiring seven candidates

(3.6%). During 2020, six Aboriginal and Torres Strait Islander people completed internships via the CareerTrackers program. Our traineeship program filled 25 positions across our Westfield Living Centres in Australia, exceeding our target of 15 trainees annually. We have committed to 31,300 hours of Indigenous employment opportunities as part of the design and construction works of the residential and commercial tower at 101 Castlereagh Street in Sydney, due for completion in 2023.

- Launched and published six editions of the Scentre Group Yarning Circle. Our virtual yarning circle is used to raise awareness of the need for reconciliation, discuss the issues impacting Aboriginal and Torres Strait Islander people and learn about our history and cultures. It is also used to track our progress and share the steps all of our people can take to deliver against our Reconciliation Action Plan.

- We acknowledged National Reconciliation Week inviting local Aboriginal Elders to share their stories and raise awareness of the journey to a reconciled Australia. Every Australian Westfield Living Centre celebrated NAIDOC Week engaging customers with Indigenous art exhibitions and installations, craft workshops and sharing of key messages with customers via our connected screen network.
- We launched our Aboriginal and Torres Strait Islander Cultural Awareness online training module in November 2020 with input from one of our strategic Indigenous recruitment partners. 1,240 employees, representing 45% of our total workforce, have completed our Cultural Awareness Training.

Meet the working group

Our people are key drivers of our Diversity, Equity and Inclusion (DE&I) progress. We have a dedicated DE&I Council, sponsored by a member of our executive leadership team. We have seven employee-led working groups, including our RAP working group, that continue to challenge and improve our performance.

Our RAP working group regularly engage with all areas of our business including teams in our Living Centres to connect our customer experience strategy which is executed at every centre through their community action plans. Community plans outline the unique characteristics of each local community and includes community engagement activities and connections with local authorities and organisations.

The governance of our RAP Working Group includes meeting to review progress against the RAP (at a minimum quarterly), ensuring a diverse representation across our business, reporting to the Diversity, Equity and Inclusion Council on RAP initiatives and progress gaining endorsement and support.

Our RAP working group is formed by a broad cross section of dedicated and committed Scentre Group team members. In 2021 we welcomed a new Aboriginal and Torres Strait Islander team member to the working group.

Our working group members include:

Sheridan Joel – *Deputy General Counsel, RAP Executive Sponsor*

Michelle Johns – *General Manager Leasing & Retail Solutions, RAP Working Group Lead*

Kristy Masella – *CEO Aboriginal Employment Strategy*

Siobhan Trinder – *Community Program Assistant, Brand Experience*

Alison Pearson – *Regional Manager, Centre Exp NSW North*

Belinda Wilton – *Retail Experience Manager*

Benjamin Comarmond – *Finance Manager*

Aaron Galea – *Contracts Performance Manager*

Heidi Flaherty – *Brand Experience Manager*

Jodie Gaske – *Centre Manager*

Peter Cavallaro – *Centre Manager*

Lara Connolly – *Leasing Executive*

Stephanie Smith – *Creative Principal*

Sia Tsoutsas – *Head of Talent*

Arthur Georgiou – *Talent Team Leader*

Our working group is further supported by our people based in our Living Centres. They further facilitate the implementation of our Community Action Plans. Every Westfield Living Centre has a Local Community Plan to deliver relevant and meaningful experiences that support and raise awareness of local opportunities and challenges.

CASE STUDY

ARA Indigenous Services contract – our largest financial commitment to date

In 2021 we awarded a multi-year contract to provide fire maintenance services in all of our Westfield Living Centres across WA, QLD, NSW and VIC to ARA Indigenous Services (ARAI), commencing in 2022.



Contracts Performance Manager and RAP working group team member, Aaron Galea, said: “We are very pleased to have awarded the new contract to ARA Indigenous Services. They are a Supply Nation-accredited Indigenous business, and the contract supports our RAP target to increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.”

The contract represents the largest financial commitment by Scentre Group to an Indigenous business to date, but the RAP working group has set its sights higher and wants to ensure that our relationship will result in tangible employment and engagement opportunities for Indigenous people and communities beyond the financial contract commitment.

Aaron continued: “Our Westfield Living Centres are designed to enrich communities and our RAP states our commitment to ensuring Indigenous communities’ benefit from their relationship with us.

“I saw an opportunity to work with ARAIS to create immediate employment opportunities. ARAIS will have two dedicated Aboriginal and Torres Strait Islander employees working on our account, our Account Manager and an apprentice. In addition, through their community engagement program we will establish KPIs for each region to increase participation.”

While the KPIs will be monitored over time to track performance, the working group does not intend to set and forget. Aaron said: “These KPIs are an important example of what we can do with our business partners to create tangible employment and social benefits, which is why the RAP working group plans to use them as a baseline for consideration for future contracts with Indigenous businesses. This has been a great example of how we can leverage our business partner network to collectively work towards our vision for reconciliation by embedding positive and sustainable cultural change.”

Pictured above – from left: Gary Stoker (ARAI), Rohan Tobler (ARAI), Varun Nair (Scentre Group), Michael O’Loughlin (ARAI), Jeremy Gregory (Scentre Group), Darren Walsh (ARAI)

CASE STUDY

Celebrating local Indigenous history and paying respect to the Nyungar people

The Westfield Innaloo team commissioned a new mural at the Western entry of Westfield Innaloo that honours the traditional lands surrounding our Living Centre. Known as Njookenbooroo, the land has links to the wetlands and a long Indigenous history.



Tara Gunning, Centre Manager at Westfield Innaloo, said: “Community is at the heart of everything we do as a team and we wanted to incorporate and embrace NAIDOC week authentically this year, while taking the opportunity to better understand the land and the local Nyungar people history.

Matt Holmes, Regional Facilities Manager, was also extremely passionate about incorporating an Aboriginal public art piece within our Living Centre, finding and partnering with local Aboriginal artist Justin Martin bringing our idea to life.

Suzanne Keane, Marketing Manager ran with the idea, bringing a working group of ten local Elders and the City of Stirling together to ensure the artwork was appropriate and respectful to our First Nation visitors. The Westfield Innaloo team have been extremely grateful for the experience and education the project has taught us and the mural has been well received by our whole community.”

With personal ties to the Innaloo area and Indigenous heritage, artist Justin Martin was appointed to engage and consult with local Elders to create the meaningful work. The mural represents the history and culture of the area and of the Nyungar people with the line work a symbol of the hills and wetlands that spread across the Northern suburbs. Justin Martin’s fine details embody Nyungar people’s traditional beliefs, their spirituality and their ties to the land.

As part of the journey, the local Elders were consulted on an appropriate name for the artwork and found the land’s traditional name fitting: “Njookenbooroo”.

Explaining the meaning of the artwork, artist Justin Martin said: “The art piece is a representation of the traditional values of the Nyungar people and the land they have been custodians of for thousands of years. The design itself came with a lot of research, hunting down knowledge of the area – talking to Elders, engaging with Aboriginal leaders and just documenting and researching in general. It’s been an honour to work with the local Elders to bring their historic and cultural ties to the area to life through the mural.

“It’s giving a rebirth of traditional culture of the Noongar or Whadjuk people. It’s giving that connection to country, so it’s a form of reconciliation and giving more awareness. We hope it serves as a reminder of the history of our land and encourage customers at Westfield Innaloo to enjoy it and take the time to learn about Njookenbooroo.”

Pictured above – Artist Justin Martin

Our Westfield Local Heroes Program positively impacts local Aboriginal and Torres Strait Islander community groups.

Customer and community engagement in the Westfield Local Heroes program continues to grow.

Westfield Local Heroes is our primary community program where we shine the spotlight on those local individuals and organisations who work hard to drive positive impacts for their communities and the environment.

We've recognised a total of 10 Aboriginal and Torres Strait Islander finalists and awarded 4 Local Heroes during the four years of the program.

Local heroes are nominated and voted for by their communities, with the three successful heroes at each Westfield Living Centre being awarded \$10,000 for the organisations they represent.

Some of the highlights from the period of our last RAP include:



Heidi Bradshaw
Narang Bir-rong Aboriginal Corporation

2021 Westfield Penrith Local Hero

Advocate and activist Heidi Bradshaw is committed to empowering and supporting vulnerable Aboriginal children, speaking up for them when they can't speak up for themselves.

For 16 years, Heidi has worked determinedly to protect Aboriginal children in and out of foster care. As the Chief Executive Officer of Narang Bir-rong Aboriginal Corporation, she works with disadvantaged Aboriginal families to reduce child protection concerns and prevent children from needing to go into care.

Heidi's own family suffered a history of child protection issues, which motivates her to continue her relentless hard work. "As an Aboriginal woman, I am passionate about making a definitive change where we can all see and feel a difference," she says.

Heidi's team also support young people already in care to achieve their goals and have a positive future. In addition, they educate non-Aboriginal organisations so that they can work together and achieve more positive and empowering outcomes.

Heidi feels honoured that her community nominated her as a Westfield Local Hero. "I feel privileged that people acknowledge something that I am involved in and recognise the work that Narang Bir-rong Aboriginal Corporation does."

Narang Bir-rong Aboriginal Corporation will use its \$10,000 grant to support purchasing devices, internet and educational support for our kids within the organisation so they can better access schooling and close the ever-increasing gap in educational outcomes between Aboriginal and non-Aboriginal children.



Sammy Leone
The Boss Boxing

2021 Westfield Chermide Local Hero

Former boxing champion Sammy Leone is a proud Aboriginal man who has supported the Zillmere community for more than a decade, using his sport to empower people and transform lives.

Sammy is passionate about using the skills developed in boxing to keep vulnerable people away from substance abuse and crime. He founded The Boss Boxing, with the vision to empower young Aboriginal and Torres Strait Islander people, especially those who have been in foster care or who have had social services interventions.

"At a low point in my life, I found myself at a crossroads, and after a cultural and spiritual experience, I made a decision to take the steps to improve my situation," he says.

Sammy started boxing training, which turned his life around. He won regional, state and national titles.

He says it feels good to be nominated as a Westfield Local Hero. "To be recognised by the local community is quite humbling. We never look for accolades, but it's great to be acknowledged for the tireless community work that is unseen by many."

The Boss Boxing will use its \$10,000 grant to provide subsidised sportswear for his community that also promote local Indigenous artists and designs.

Some of the highlights from the period of our last RAP include:



Kate Williams
Malabar Midwives

2019 Westfield Eastgardens Local Hero

As a Wiradjuri woman, midwife Kate Williams has cultural insight that makes the Royal Hospital for Women in Randwick more welcoming to Indigenous mothers.

Kate provides culturally sensitive care at Malabar Midwives and has helped triple the number of Indigenous women giving birth at the hospital over the past twelve years. “Unfortunately, Aboriginal women still face prejudice within the mainstream health system, and if they do not feel comfortable with the service, they will not use it,” says Kate.

She feels grateful and humbled to be voted a Westfield Local Hero by the community. “It’s such wonderful feedback that what you’re doing makes a difference,” she says. “Sometimes when you work in health, as a caring profession, you give a lot of yourself, and it’s not very often that you get any thanks. Something as big as this means a lot.” Kate regularly works after hours, with the Malabar team providing a 24-hour phone service and pregnancy care, so women always have someone familiar to speak to. “A longer-term outcome of the service is that pregnancy is a soft entry point to health care. A positive experience for the mother often results in her relatives becoming more trusting of the hospital system and more confident about seeking medical assistance,” says Kate.

The Malabar Midwives used their grant to facilitate successful team building sessions which are essential to the wellbeing of the team. It also gave them some valuable time outside of the pressure and responsibilities of their work.



Robert de Castella (AO)
The Indigenous Marathon Foundation

2019 Westfield Woden Local Hero

Marathon great Robert de Castella is proud of his sporting feats but says his greatest achievement has been helping Indigenous Australians.

The Commonwealth Games marathon champion and Olympian founded and directs the Indigenous Marathon Foundation. Through its Indigenous Marathon Project (IMP) and five thousand strong Deadly Running Groups, the foundation promotes a healthy lifestyle and trains young Indigenous men and women to lead the charge. Each year, 12 Indigenous men and women aged 18 to 30 are selected for the IMP. They train for the New York City Marathon and are provided with mentoring and funding to help them with their careers and personal development and to establish health and fitness groups in their communities.

“Indigenous Australians are significantly disadvantaged compared with other Australians, highlighted by an approximate ten-year gap in life expectancy, lower education levels, unemployment and chronic disease,” says Robert, who was Australian of the Year in 1983. He is proud and humbled to be named a Westfield Local Hero. “It means the work of the foundation is being recognised, including showcasing the resilience and achievement and the beautiful, rich Indigenous culture we have in Australia.”

Robert primarily sees himself as “a mouthpiece for a whole host of amazing agents of change who are very passionate about providing a better future for their children and their community. The foundation used its grant to host a three-day coaching and mental health workshop for IMP graduates. It helps to unleash their inner potential, says Robert.

Relationships



Our Purpose - *creating extraordinary places, connecting and enriching communities* - guides our culture and decision-making.

Our Ambition is to grow by becoming essential to people, their communities and the businesses that interact with them.

We believe that a diverse and engaged workforce contributes to strong business performance which will enable us to deliver on Our Ambition.

Each Westfield Living Centre is different, reflecting the differing needs of its customers and community. Every Westfield Living Centre has a Community Plan that outlines the unique characteristics of its community and what customers tell us they value. It includes key brand activations and community engagement activities to build and maintain strong relationships with local community authorities, including Aboriginal and Torres Strait Islander representative groups.

We are committed to creating deeper connections with the communities we serve by amplifying existing engagement programs, implementing new ones and further embedding our customer-centric focus across all areas of our business and implementing new ways of tracking and measuring success at a local level.

Westfield Hurstville 2021 NAIDOC Week Activation





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement and to deliver on our promise of connecting and enriching communities.	Sept 2022, Sept 2023	RWG Lead
	Review and update a tailored engagement plan embedded in every Westfield Living Centre's Community Action Plan with set deliverables for: <ul style="list-style-type: none"> cultural celebrations and activations a Supply Nation engagement commitment (select centres) a focus pillar for direct community engagement reflective of local Aboriginal and Torres Strait Islander peoples. 	Apr 2022, Mar 2023	RWG Lead, National Community Manager
	Set core measurement metrics tracked in RAP centre scorecards to track success and identify opportunities.	July 2022, Feb 2023	RWG Lead, National Community Manager
	Use each Westfield Living Centre community plan to embed local relationships with Aboriginal and Torres Strait Islander businesses that are mutually beneficial and relevant to the communities in which our Living Centres operate. For example retail businesses, suppliers and local charities.	Sept 2022, Sept 2023	RWG Lead, Regional and centre customer experience managers
	Investigate methods to track business partnership engagement and frequency of engagement	June 2022	RWG Lead
	Encourage our people to use available volunteer leave to support local Aboriginal and Torres Strait Islander programs and initiatives.	July 2022, July 2023	Director HR, National Community Manager
	Investigate and add Aboriginal and Torres Strait Islander volunteer organisations to workplace giving and volunteering opportunities.	Dec 2022	Director HR, National Community Manager
	Build relationships through celebrating National Reconciliation Week (NRW)	Make available Reconciliation Australia's NRW resources and reconciliation materials for our people on our Intranet.	May 2022, May 2023
Raise awareness and support NRW by hosting a business-wide NRW event with Aboriginal and Torres Strait Islander guest presenters.		May 2022, May 2023	RWG Lead, RWG Sponsor
RAP Working Group members to participate in at least one external NRW event.		May 2022, May 2023	RWG Lead
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.		May 2022, May 2023	Director HR
Co-ordinate centralised publication and register all our NRW events on Reconciliation Australia's NRW website.		May 2022, May 2023	RWG Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence	Prepare resources to support leaders to directly engage their team on advocacy for reconciliation, available on our Intranet.	July 2022, July 2023	RWG Lead, RWG Sponsor, Director of Corporate Affairs
	Host and provide resources for lunch & learn sessions on key issues and advocacy such as raising awareness of the Uluru Statement from the Heart.	Dec 2022, Dec 2023	RWG Lead, RWG Sponsor
	Continue to produce and circulate our quarterly virtual Yarning Circle which collates stories and discusses reconciliation and our progress on our Reconciliation Action Plan.	Dec 2022, Dec 2023	RWG Lead
	Communicate our commitment to reconciliation publicly and to our key stakeholders through promotion of content and activations at our living centres.	Dec 2022, Dec 2023	Director Corporate Affairs, Director Customer Experience
	Explore opportunities to positively influence our third-party business partners to drive reconciliation outcomes including through new partnerships with retail partners and suppliers.	Dec 2022, Dec 2023	RWG Executive Sponsor, Director LARS, Director Customer Experience, Director Design & Construction
	Collaborate with RAP organisations and RAP network of businesses and industry groups to develop ways to advance reconciliation.	July 2022, July 2023	RWG Lead
	Promote the RAP program to business and industry groups to raise awareness of reconciliation.	July 2022, July 2023	RWG Lead
	Promote positive race relations through anti-discrimination strategies	Conduct a review of relevant employee and supplier policies and procedures to identify enhancements to existing anti-discrimination and diversity, equity and inclusion provisions.	July 2022, July 2023
Execute internal training on anti-discrimination and anti-racism for our Living Centre teams.		July 2022, July 2023	Director HR, RWG Executive Sponsor
Include anti-discrimination and anti-racism case studies in compulsory compliance training.		July 2022	Director HR, RWG Executive Sponsor
Annually review and communicate our anti-discrimination policy to our staff.		Dec 2022, Dec 2023	Director HR, RWG Executive Sponsor
Consult with Aboriginal and Torres Strait Islander advisors and our people on our review of our anti-discrimination and anti-racism policies.		Dec 2022, Dec 2023	Director HR, RWG Executive Sponsor
Consult on our anti-discrimination policy.		July 2022, Dec 2022	Director HR, RWG Executive Sponsor
Educate senior leaders on the effects of racism. Ensure the effects of racism are included in our employee training framework.		Nov 2022	Director HR

Respect



Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is important to our organisation and our core business activities given our businesses are located in the heart of local communities and are considered to be important social infrastructure for our customers.

We have a unique opportunity to engage and educate the communities in which we operate. Our Westfield Living Centres create meaningful human connections that help build thriving and inclusive communities. We strive to be the place people choose to spend their time because we offer experiences tailored to our communities with vibrant local celebrations, easy ways to give back and feel connected, and convenient access to everyday essentials.

Each year, our centre teams deliver against their Community Plans with in-centre activations that include community and cultural events creating meaningful connections and genuine community engagement. Centre teams seek feedback,

outcomes and learnings from their community partners to ensure the activations and initiatives are delivering on the shared goals.

We consider these cultural celebrations and recognition events as important opportunities to engage our Aboriginal and Torres Strait Islander communities to demonstrate our understanding and respect of cultural moments that are important to them, as well as other Australians to enrich their understanding.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning and education of employees and business stakeholders	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the enhancement of Scentre Group's overarching strategies that inform our approach to cultural learning.	June 2022, July 2023	RWG Lead
	Review and update overarching cultural learning strategy.	June 2022, July 2023	RWG Lead
	Continue to provide opportunities for RAP Working Group members and other key leadership staff to participate in formal and structured cultural learning.	Dec 2022, Dec 2023	Director HR
	Review and refresh existing online cultural awareness training modules.	Dec 2022, Dec 2023	Director HR
	Maintain a target of 90% of senior leader completion and 70% of our people completing our online cultural awareness training modules annually.	Dec 2022, Dec 2023	Director HR
	Provide senior executives with face-to-face cultural awareness training.	Dec 2022, Dec 2023	Director HR
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Provide our people with access to learning materials and training including links to Reconciliation Australia education materials on our Intranet.	Dec 2022	Director HR
	Promote broader awareness with our people of the purpose and significance behind cultural protocols.	Nov 2022, Nov 2023	RWG Lead, Director of Corporate Affairs, Director Technology
	Update our Acknowledgement of Country and Welcome to Country protocol guidance documents.	Nov 2022	RWG Lead, Director of Corporate Affairs, Director Technology
	Develop a resource for our people, housed on our Intranet, for the use of an Acknowledgement of Country at the commencement of important meetings.	Nov 2022	RWG Lead, Director of Corporate Affairs
	Investigate a digital solution for inclusion of local traditional lands in email signatures.	Nov 2022	RWG Lead, Director of Corporate Affairs, Director Technology
	Work with Corporate Affairs to add an Acknowledge of Country to our corporate website.	Apr 2023	RWG Lead, Director of Corporate Affairs
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including National Reconciliation Week.	May 2022, July 2022	RWG Lead
	Invite local Traditional Owners to provide a Welcome to Country at significant centre events such as launches.	Dec 2022, Dec 2023	Centre Experience Manager
Include an Acknowledgement to Country or other appropriate protocols at the commencement of important meetings.	Dec 2022, Dec 2023	Director of Corporate Affairs	



Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event.	July 2022, July 2023	RWG Lead and group
	Promote and encourage participation in external NAIDOC events to all staff.	July 2022, July 2023	RWG Lead, HR Director
	Review and update our existing cultural leave policies.	July 2022, July 2023	RWG Lead, HR Director
	Every centre celebrates NAIDOC week with in-centre activations and awareness across our National digital screen network.	July 2022, July 2023	GM Brand Experience; Centre Experience Managers
	Explore opportunities in our Living Centres to celebrate and promote NAIDOC Week including through retail partnerships and local community groups.	July 2022, July 2023	GM Brand Experience; Centre Experience Managers
	Celebrate and share NAIDOC Week experiences including in internal communications and on the Scentre Group website – stories are collated and shared through our virtual Yarning Circle (hosted on our Intranet) and through Insight stories (hosted on our corporate website).	July 2022, July 2023	Director Corporate Affairs
	Share our experiences with our corporate partners and industry bodies including the Business Council of Australia and Property Council Australia.	July 2022, July 2023	RWG Lead, RWG Sponsor
Provide an opportunity for all Living Centres to host a NAIDOC Weekly Event or activation.	May 2022, May 2023	GM Brand Experience; Centre Experience Managers	
Visibly promote Aboriginal and Torres Strait Islander cultures	Continue to incorporate Aboriginal and Torres Strait Islander artworks/ sculptures and other planning and development activations into our Living Centre developments including Mt Druitt (launch March 2022), and Tuggerah and Knox both commencing works in 2022.	Dec 2022, Dec 2023	Centre Experience Manager; Development Executive
	Refresh existing Acknowledgement of Country plaques in all Living Centres and Support Office and explore opportunities to add additional visual acknowledgement.	Dec 2023	Centre Experience Manager

Our Westfield Living Centres are designed to enrich the communities they serve. Many of those are significant to Aboriginal and Torres Strait Islander communities and we are committed to ensuring that they benefit from their relationship with us.

The Group employs 2,780 people across Australia and New Zealand and is organised by teams reflecting our vertically integrated business. Approximately 92% of our workforce is located in Australia. We aim to have a workforce that mirrors the communities we serve. In our latest Employee Survey, 42% of our people identified with a cultural heritage other than Australia or New Zealand.

We actively pursue strategies to align our need for a casual workforce with employment opportunities for Aboriginal and Torres Strait Islander peoples and in the RAP will explore further opportunities to convert casual employment to longer term permanent employment through improved career pathways.

We engage with a large number of business suppliers in the operation of our business and our development pipeline so have an opportunity to increase the number of Aboriginal and Torres Strait Islander businesses that could benefit from our procurement. We are already corporate members of Supply Nation and will seek to increase internal awareness of this membership during this RAP to increase the spend and broaden our engagement with Aboriginal and Torres Strait Islander businesses in each of our communities.



Westfield Marion 2021 NAIDOC Week Activation "Awelye Atnwengerrr"



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2022	Director HR
	Engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategies.	July 2022, Mar 2023	Head of Talent - HR
	Refresh our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and policies	Dec 2022	Head of Talent - HR
	Capture and report data on our employment opportunities – building an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Dec 2022, Dec 2023	Head of Talent - HR
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander people in identified communities.	Dec 2022, Dec 2023	Head of Talent - HR
	Increase the percentage of Aboriginal and Torres Strait Islander people employed in our workforce within the range of 3-6 new employees annually.	July 2022, July 2023	Director HR
	Continue to facilitate a traineeship program for high school students, with targeted intake of 20 students annually.	Dec 2022	Head of Talent - HR
	Achieve at least 3% Aboriginal and Torres Strait Islander recruitment for seasonal casual employment.	Nov 2022, Nov 2023	Head of Talent - HR
	Investigate strategies to convert Aboriginal and Torres Strait Islander casual employment into full or part time and management roles.	Nov 2022, Nov 2023	Head of Talent – HR
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop and embed a support and mentoring program for trainees in our Living Centres and Support Office to create longer term career pathways at Scentre Group.	July 2022	Director CX, Director HR RWG Lead
	Maintain and expand opportunities to enhance our relationship with employment pathways organisations such as Career Trackers, Maximus and AES.	Dec 2022	Head of Talent – HR
	Refresh and embed our Indigenous Procurement Policy including regular communications to staff about supplier opportunities.	Dec 2022	RWG Lead, General Manager, Operations & environment management
	Maintain our membership with Supply Nation membership.	Sept 2022	RWG Lead, General Manager, Operations & environment management, Director Design & Construction
	Maintain and enhance our existing commercial relationships with Aboriginal and/or Torres Strait Islander businesses and explore opportunities with smaller, local suppliers to our Living Centres and Design & Construction projects to maximise local employment and community outcomes.	Dec 2022, Dec 2023	RWG Lead, General Manager, Facilities and Sustainability, Director Design & Construction
	Establish targets for procuring goods and services from Supply Nation certified Aboriginal and Torres Strait Islander owned business including in new procurement areas within our business.	July 2022	RWG Lead, General Manager, Facilities and Sustainability, Director Design & Construction
	Work with third party suppliers within our centres Living Centres to ensure our top 15 providers commit to and/or establish a Reconciliation Action Plan.	July 2022	RWG Lead, General Manager, Facilities and Sustainability, Director Design & Construction
	Investigate opportunities to establish minimum Aboriginal and Torres Strait Islander employment criteria for our service providers.	July 2022	DE&I Council Chair

Governance



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain an effective RAP Working group (RWG) to drive governance of the RAP	Monitor Terms of Reference for the RWG.	Dec 2022, Dec 2023	RWG Lead
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Dec 2022, Dec 2023	RWG Lead
	Meet at least four times per year to drive and monitor RAP implementation.	Dec 2022, Dec 2023	RWG Lead
Provide appropriate support for effective implementation of RAP commitments	Define and maintain resource needs for RAP implementation.	July 2022, July 2023	RWG Lead
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2022, July 2023	RWG Lead/ Executive Sponsor
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2022, July 2023	RWG Lead
	Engage our senior leaders in the delivery of our RAP through our Diversity, Equity and Inclusion Council and senior management team.	Dec 2022, Dec 2023	RWG Lead/ Executive Sponsor
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	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.	June 2022, June 2023	RWG Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Aug 2022, Aug 2023	RWG Lead
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Dec 2024	RWG Lead
	Publicly report our RAP achievements, challenges and learnings, annually.	Apr 2022, Apr 2023	Director of Corporate Affairs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	RWG Lead
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept 2022, Sept 2023	RWG Lead
Continue our reconciliation journey by developing our next RAP	Report RAP progress to all staff and senior leaders quarterly.	Dec 2022, Dec 2023	RWG Lead
	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023	RWG Lead

Contact

Michelle Johns

*General Manager Leasing
and Reconciliation Action Plan
Working Group Lead*

0419 124 293

mjohns@scentregroup.com



*The pattern used throughout this document
is taken from a commissioned artwork hanging in
the Scentre Group Support Office;*

“Modern Day Corroboree”

Artist: Mark Kilpatrick, 2016.

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