



**SCENTRE GROUP**

# Innovate Reconciliation Action Plan

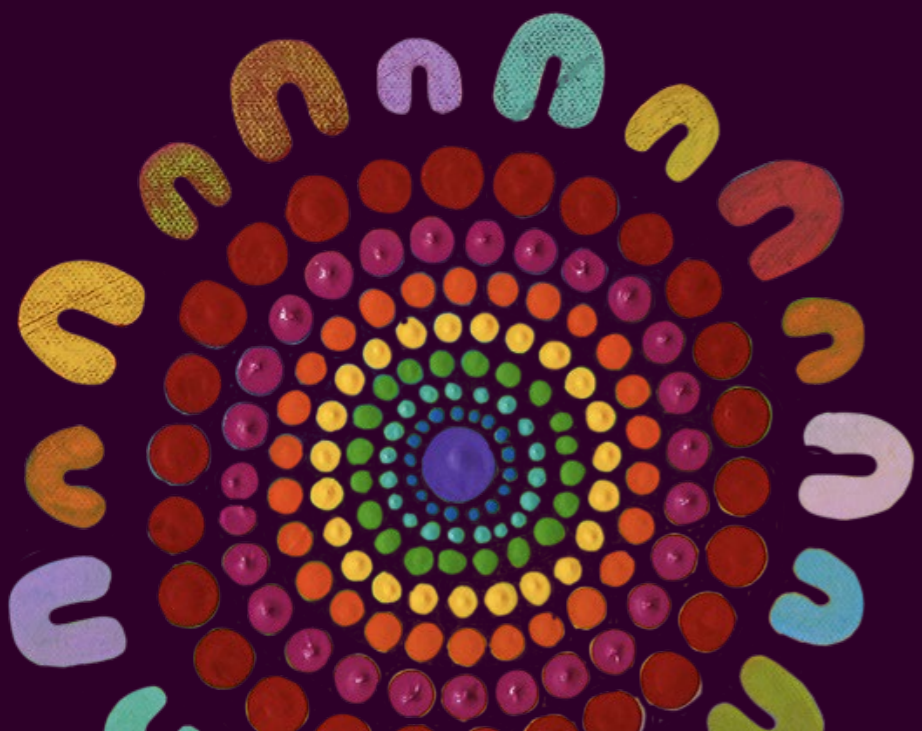
October 2024 – October 2026





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# Our vision for reconciliation

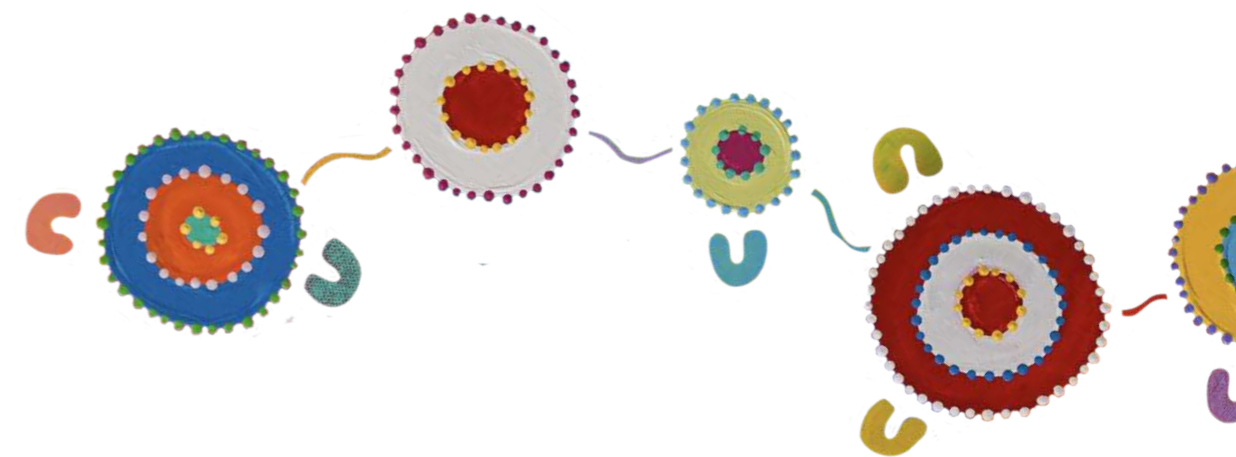
Scentre Group’s vision for reconciliation is aligned to **Our Purpose - creating extraordinary places, connecting and enriching communities.**

Our reconciliation vision is to embed positive and sustainable equity and inclusion for Aboriginal and Torres Strait Islander peoples.

Our decision making and ethical business practices are guided by our DNA (our values) and are fundamental to our culture and the way we work as a responsible and sustainable business.

Our DNA is expressed as: we put our customers first, we act with integrity, we strive for excellence, we succeed together, we are constantly curious and we create a positive legacy.

As the owner of 42 Westfield destinations in Australia and New Zealand we have a unique opportunity to engage with communities at scale. Westfield destinations are strategically located in close proximity to the majority of the population in Australia and New Zealand and form part of the social fabric of the communities we serve.





# About the artwork and artist

## Eternal Sunshine – Mali Isabel (cover artwork)

Mali Isabel is an Arabana and Kokatha artist, living and practising on Kurna land (Adelaide), Australia.

Through a combination of traditional dot painting, her hallmark use of colour, and contemporary style, Mali creates bright and magical artworks that aim to spread joy and positivity, encourage meaningful conversations, and share personal stories and worldly experiences.

Mali Isabel said: “The artwork ‘Eternal Sunshine’ is about the journey of community coming together as one to celebrate life, land and love. The centre features a meeting place filled with children, adults and Elders representing the ones that came before us, the current people making change and the future generations. The meeting place is surrounded by waterholes and smaller meeting places showing that we are all in different stages of our journeys and that is OK. The running river connects us all and shows that no matter where we are, we are all connected in some way, shape or form. The waterholes represent my culture and people, Arabana mob, and the significance of water. The mini rainbows represent Scentre Group and their commitment to action reconciliation.”



Mali Isabel in her studio.

Hear Mali's story about the creation of Eternal Sunshine  
<https://www.scentre.com/sustainability/our-stories/fourth-reconciliation-action-plan>



# A message from our CEO

I am pleased to share Scentre Group's fourth Reconciliation Action Plan (RAP) 2024 – 2026. This RAP seeks to continue our reconciliation journey and embed reconciliation initiatives into our business practices.



Our vision for reconciliation is to embed positive and sustainable equity and inclusion for Aboriginal and Torres Strait Islander peoples. This is aligned to Our Purpose: creating extraordinary places, connecting and enriching communities.

Our previous Reconciliation Action Plan (RAP) focused on four strategies to maximise our ability to create change.

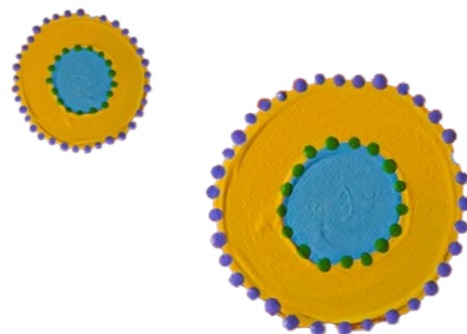
- 1. Understanding** – build greater awareness, knowledge and cultural competence in our people to achieve our RAP vision.
- 2. Improving employment opportunities** – embed and enhance an enterprise-wide recruitment and retention strategy to address the lack of long-term Aboriginal and Torres Strait 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.

In renewing our commitment we will maintain our focus on these four strategies as we continue to grow our knowledge, build meaningful relationships and enhance community connections in each of our Westfield destinations across Australia.

Some of the highlights from our past RAP included exceeding our commitment to employ three to six new people annually who identify as Aboriginal and Torres Strait Islander peoples – welcoming eight new team members during the period.

We continued to embed our Aboriginal and Torres Strait Islander procurement strategy with over \$27.3 million in contracts awarded to Supply Nation accredited businesses from May 2022 – April 2024.

We reviewed and updated our Anti-Discrimination Policy for our people and suppliers including supporting our commitment to promoting a physically and psychologically safe and secure working environment for our people.

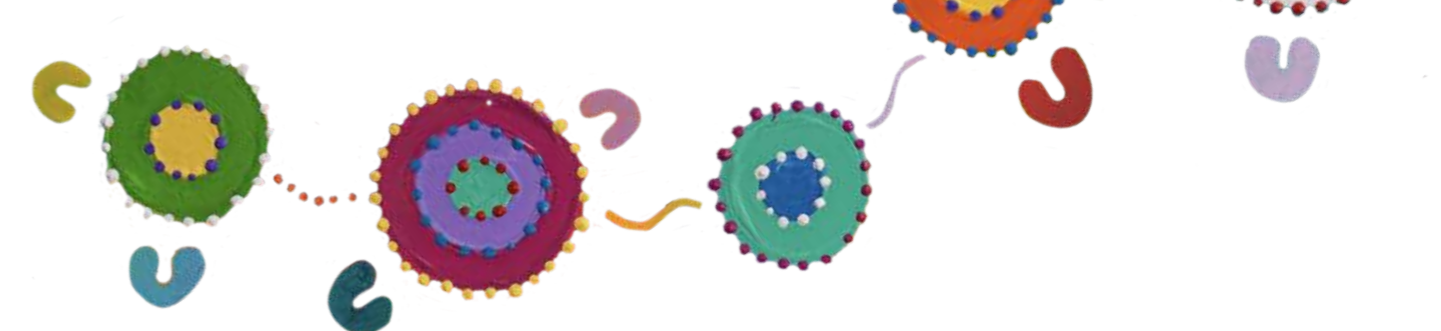


We continued to embed our Aboriginal and Torres Strait Islander procurement strategy with over \$27.3 million in contracts awarded to Supply Nation accredited businesses from May 2022 - April 2024.

All of our Australian Westfield destinations celebrated NAIDOC Week with community activations bringing to life a range of experiences including art installations, kids craft and awareness campaigns amplified through our digital and social channels.

We refreshed our Acknowledgement of Country protocols and raised awareness with our people to support its inclusion when meeting together. We display an Acknowledgement of Country on Scentre Group digital channels, in our office meeting rooms and across Westfield customer facing channels to show our respect and raise awareness.

In the lead up to the 2023 referendum for a Voice to Parliament we partnered with Mirri Mirri, an Aboriginal owned company helping people improve their understanding and awareness of First Nations cultures. We ran a series of face-to-face and virtual training sessions to provide our people with the opportunity to learn more about our First Nations cultures and histories, be informed about the Uluru Statement from the Heart and the referendum proposal.



We commenced a partnership with Jawun, who seconded employees from companies and governments to First Nations organisations and communities to assist them with various projects. Two of our senior executives and three RAP working group members have attended cultural immersion trips on Country and we are looking forward to expanding our involvement and engaging more of our people with the program.

Thank you to all Scentre Group team members who have taken part in our RAP initiatives and contributed to these outcomes.

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

**Elliott Rusanow**  
CEO  
Scentre Group

# A message from the CEO of Reconciliation Australia



## Innovate RAP

Reconciliation Australia commends Scentre Group on the formal endorsement of its fourth 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 close to three 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 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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.

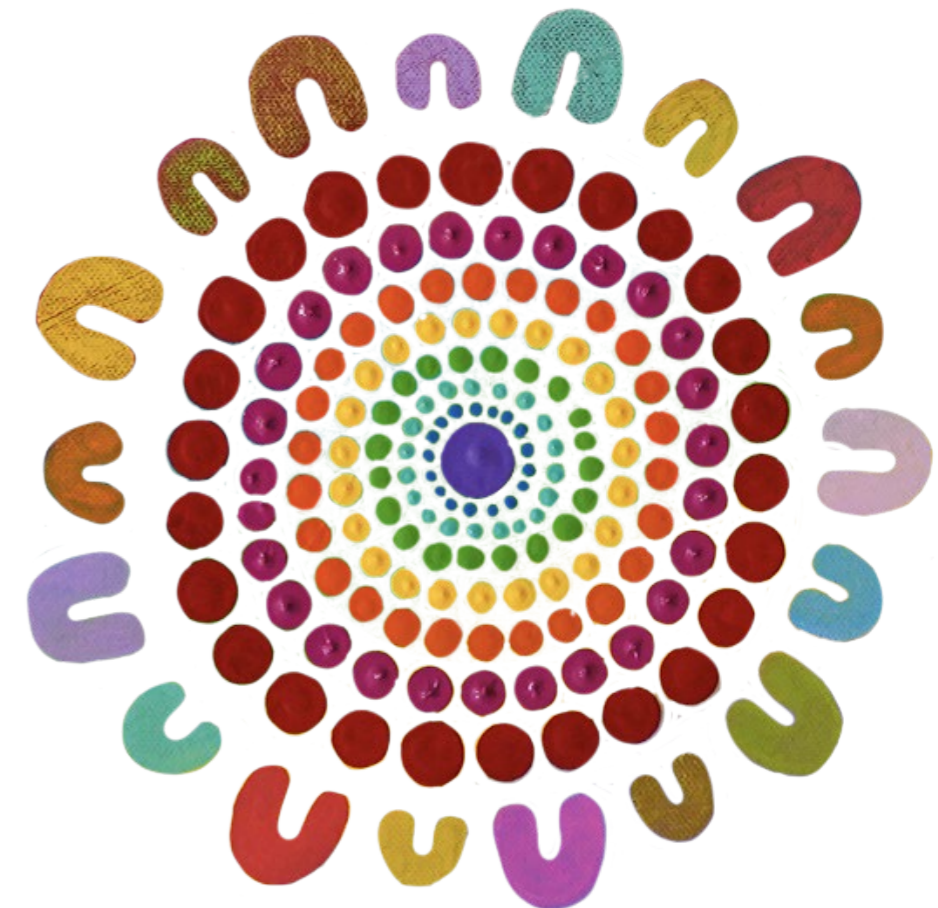
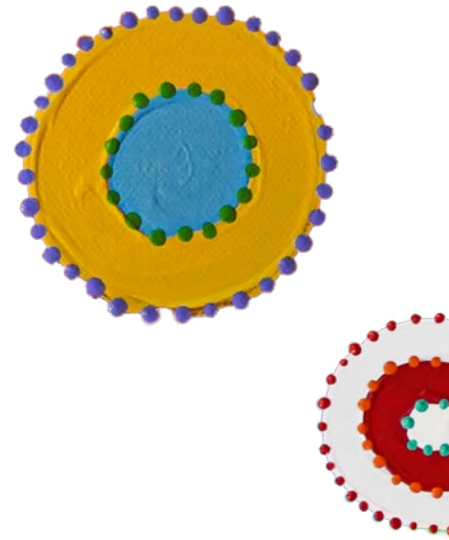
The RAP program's emphasis on relationships, respect and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

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 fourth Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
CEO  
Reconciliation Australia





# Our business

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

Scentre Group owns 42 Westfield destinations are strategically located in close proximity to the majority of the population in Australia and New Zealand.

Our Westfield destinations are places people visit for social connection and to access diverse retail experiences, products and services. Across our destinations we have 3,700 diverse businesses representing approximately 12,000 outlets.

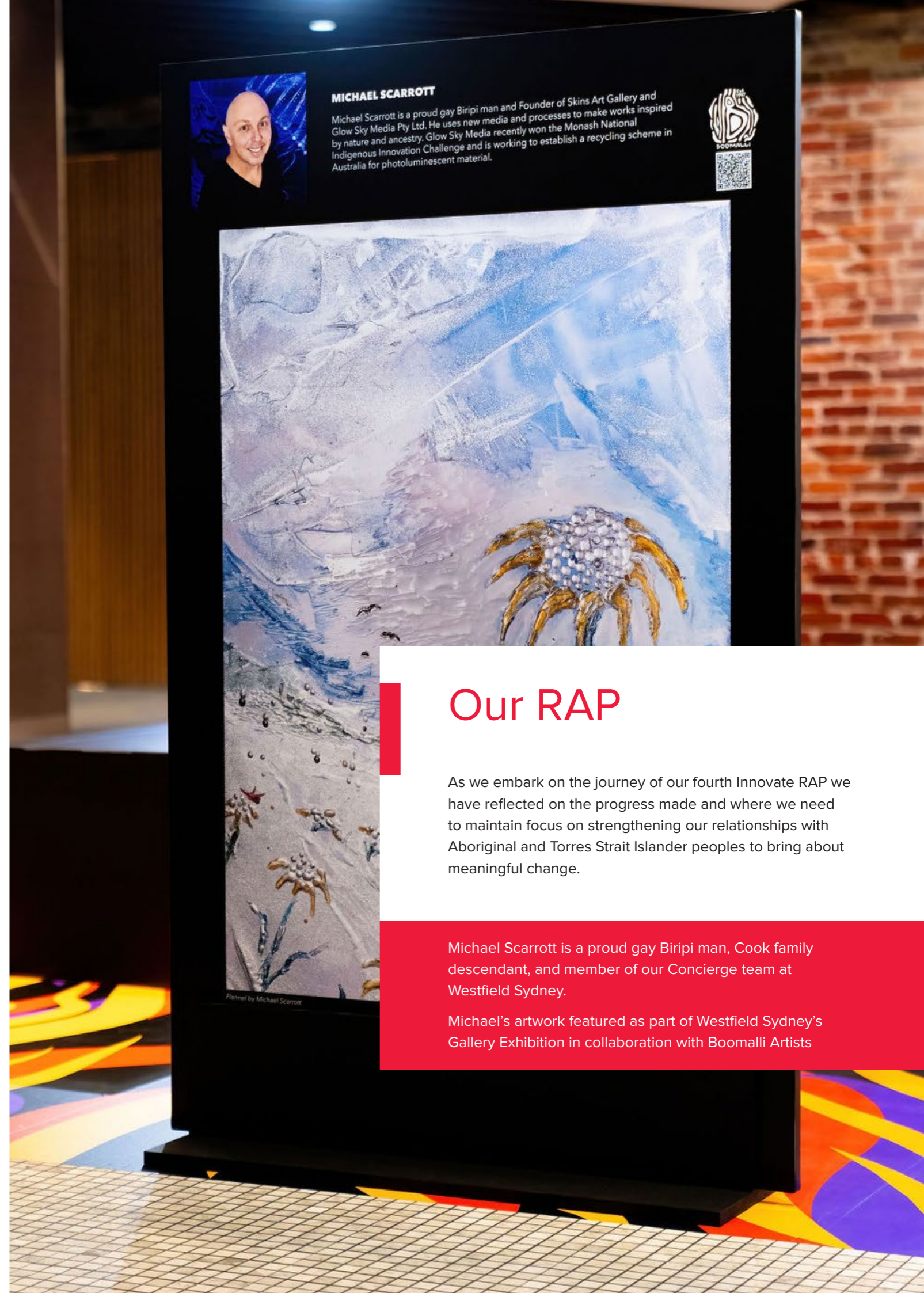
We form part of the social fabric of the communities we serve and aspire to be essential and evolve with our communities over time.

Every Westfield destination has a Community and Marketing Plan that guides their community engagement including recognising cultural days of significance and supporting community services. Through the management of our centres we generate economic activity within our local communities, procuring goods and services, and supporting employment opportunities.

Our growth is driven by our ability to attract more people to our Westfield destinations. We continue to grow in a responsible and sustainable way.

We employ 2,698 people across Australia and New Zealand. Approximately 93% of our workforce is located in Australia. We have 11 team members who identify as Aboriginal and/or Torres Strait Islander peoples, representing 0.4% of our workforce.

We actively seek to make connections between Our Purpose and our approach to responsible business which includes diversity, equity and inclusion initiatives for our people and communities.



### MICHAEL SCARROTT

Michael Scarrott is a proud gay Biripi man and Founder of Skins Art Gallery and Glow Sky Media Pty Ltd. He uses new media and processes to make works inspired by nature and ancestry. Glow Sky Media recently won the Monash National Indigenous Innovation Challenge and is working to establish a recycling scheme in Australia for photoluminescent material.



## Our RAP

As we embark on the journey of our fourth Innovate RAP we have reflected on the progress made and where we need to maintain focus on strengthening our relationships with Aboriginal and Torres Strait Islander peoples to bring about meaningful change.

Michael Scarrott is a proud gay Biripi man, Cook family descendant, and member of our Concierge team at Westfield Sydney.

Michael's artwork featured as part of Westfield Sydney's Gallery Exhibition in collaboration with Boomalli Artists



# Our RAP journey 2015 – 2024

Scentre Group is committed to continuing to grow our knowledge, build meaningful relationships and enhance community connections in each of our Westfield destinations. We recognise reconciliation is important for all Australians and through our connection to communities we have an important role to play in supporting the journey to a reconciled, just and equitable Australia.

**Here are some highlights from our RAP journey to date:**

Launched our second Innovate RAP

Expanded our procurement strategy with Supply Nation

Exceeded our employment target, welcoming 11 new Aboriginal and Torres Strait Islander team members

Awarded ARA Indigenous Services a contract worth almost \$12 million over five years

## 2019 – 2021

Re-committed to our cultural awareness education through online and virtual delivery of our training programs

## 2022 – 2024

Launched our third Innovate RAP

Reviewed and refreshed our Anti-Discrimination Policy

Expanded the display of Acknowledgement of Country messaging across Scentre Group and Westfield digital channels

All Australian Westfield destinations celebrated NAIDOC Week bringing to life a range of experiences, art installations and performances

Supported education and awareness of the Uluru Statement from the Heart and cultural awareness training in the lead up to the referendum on a Voice to Parliament

Provided in-kind support to the Empowering Communities Yes vote campaign

## 2016 – 2018

Inaugural Innovate Reconciliation Action Plan launched

Our first RAP Working Group established

In celebration of National Reconciliation Week unveiled 'A Modern Day Corroboree' commissioned from Indigenous artist Mark Kilpatrick

Introduced RAP Guidelines to inform and educate all team members

Implemented cultural awareness and unconscious bias training

Celebrated NAIDOC Week installing Acknowledgement to Country plaques across all Australian Westfield destinations

Incorporated Aboriginal and Torres Strait Islander artworks, murals, sculptures and landscape elements at five Westfield destinations

Commissioned new artwork from Mali Isabel, an Arabana and Kokatha artist, featured in this RAP

Partnered with Jawun to foster meaningful connections between First Nations peoples and non-Indigenous Australians. To date two senior executives and three RAP working group members have attended cultural immersion trips on Country

Renewing our fourth Innovate RAP

# RAP governance

Our people are the key to our success and to truly succeed together and grow, everyone needs to feel that they belong at Scentre Group.

To be the place where talent thrives our diversity, equity and inclusion (DEI) vision is: 'Everyone Belongs'.

## To realise this vision we focus on two big goals:

- 1. Respect and Equity** – support everyone to recognise their unique circumstances, overcome personal challenges, remove systemic barriers and drive a culture of everyday respect.
- 2. Wellbeing and Safety** – demonstrate care for the unique needs of our people through our benefits and people protecting people culture, promoting physical and psychological safety.

To deliver our big goals, we have an enterprise focus on education, awareness events and experiences, listening and engagement, and a holistic talent strategy to attract diverse and high-performing talent. Targeted action plans, such as our RAP, address the bespoke initiatives and actions that support our DEI vision.

# Governance Framework

## The Board

Oversight of the Group's strategy, purpose and culture

## Risk and Sustainability Committee & Human Resources Committee

Oversight of strategies and initiatives

## Group Operations Team

Oversight and endorsement

## Cultural Advisory Committee

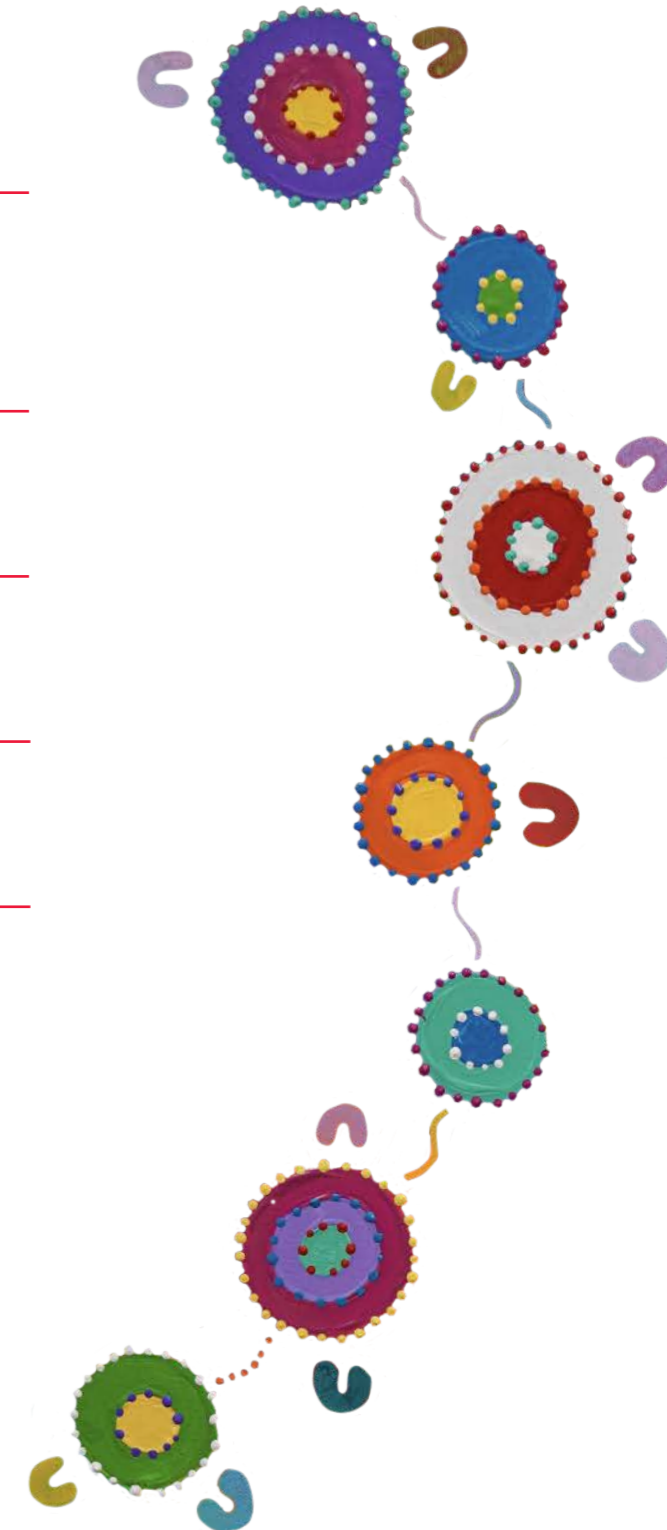
Inform, consult and determine recommendations

## RAP Working Group

Accountability of RAP deliverables

Our Governance Framework ensures accountability of our RAP. It allows us to effectively communicate the details of our RAP at all levels of our business and Westfield destinations. Initiatives within our RAP are enabled through our strategic plans including our Culture and Capability Plan, and Westfield destination Community and Marketing Plans.

Every Community and Marketing Plan outlines the unique characteristics of the local community and includes community engagement activities and connections with local authorities and organisations.





# Cultural Advisory Committee

The Cultural Advisory Committee consists of a cross section of Scentre Group team members who provide subject matter expertise and strategic oversight to inform, consult and determine recommendations for the implementation of work streams and targeted action plans.

## Cultural Advisory Committee members:

- Kate Cutler, Employee Experience Manager (Chair)
- Carolyn Agar, Organisation Capability Manager
- Anna Kotevski, Head of Talent and Analytics
- Pam Wilson, National Community Experience Manager
- Jo Stevenson, Senior Communications Manager
- Sabrina Ali, Senior Manager Human Resources
- Katie Paull, GM Asset Management
- Jacqui Waine, GM Marketing and Community
- Scott Moore, GM BrandSpace
- David Salmon, Group GM Group Planning
- Scott Marston, Group GM Design and Construction
- Karen Homarwijaya, GM Finance
- Amy Copley, Head of Marketing Brand and Content
- Addison McGovern, National Customer Contact Manager
- Josh Itzkowic, GM Corporate Finance
- Peter Allsopp, Head of Life Safety

# RAP Working Group

Our RAP Working Group (RWG) consists of a cross section of dedicated and committed Scentre Group team members. One member of the RWG identifies as First Nations and we further support First Nation's representation through external partners delivering specific initiatives such as cultural awareness training.

The governance of our RWG includes meeting to review progress against the RAP (at a minimum quarterly) and regularly reporting to the Cultural Advisory Committee on RAP initiatives and progress through a deliverables scorecard.

## RAP Working Group members include representation from our operational and enabling teams:

- Lillian Fadel, Group Director Customer, Community and Destinations (Executive Sponsor)
- Kate Cutler, Employee Experience Manager (Lead)
- Aaron Galea, Head of Procurement
- Anna Kotevski, Head of Talent and Analytics
- Chris Mitchell, Centre Manager
- Carolyn Agar, Organisation Capability Manager
- Bianca Hatton, Community Engagement Manager
- Tilney Lewis, Regional Marketing Manager (RAP Champion)
- Jamie Hogg, Marketing Executive





Members of the Scentre Group team with Paul Sinclair (centre) from Mirri Mirri completing in person cultural awareness training.

## Case study

### Building education and cultural connections

We are committed to the education and engagement of our people for matters that reflect our RAP vision. This includes providing our people with meaningful cultural awareness training about Aboriginal and Torres Strait Islander peoples.

In the lead up to the referendum on a Voice to Parliament in October 2023, we provided our people with materials and support to be fully informed about the Uluru Statement from the Heart and the referendum proposal. This included face-to-face and virtual training sessions in partnership with Mirri Mirri, an Aboriginal-owned company helping people improve their understanding and awareness of First Nations cultures.

This training provided our people the opportunity to:

- 1. Learn:** about our First Nations cultures and histories
- 2. Understand:** more about the referendum proposal and where to source materials
- 3. The future:** consider our role beyond the referendum as we continue to develop effective practices around procurement, recruitment, communication and education.

We know there is more to be done to build greater Aboriginal and Torres Strait Islander cultural awareness and to foster positive relations amongst our people. As part of our mandatory cultural awareness education strategy we will continue to educate our people on the effects of racism and actively communicate our Anti-Discrimination Policy.

## Case study

### Investing in our communities

Westfield destinations are places people visit for social connection and to access diverse retail experiences, products and services. We invest in and give back to our local communities.

As part of our Community Engagement Strategy, we connect with local Aboriginal and Torres Strait Islander communities in various ways including our Westfield Local Heroes community grants program, foregone income for space provided in our Westfield destinations for community use, volunteering time and in-kind contributions.

Every Westfield destination has a Community and Marketing Plan. These plans guide local engagement with the community in relevant and meaningful ways. In 2023 as one of our key cultural moments, NAIDOC Week was celebrated across every Australian Westfield destination bringing to life a range of experiences, art installations and performances within our communities.

The Westfield Local Heroes program discovers and recognises local individuals making a positive impact in the community, and supports the work they do. Over the past six years the program has awarded \$95,000 in grants to nine organisations who are working with Aboriginal and Torres Strait Islander communities.

Between July 2022 and June 2023, our Westfield destinations formed and maintained 14 local partnerships with Aboriginal and Torres Strait Islander organisations, helping them to achieve their goals and support thriving communities. The organisations include Local Aboriginal Land Councils, sporting groups and local Indigenous businesses.

Our people have access to two volunteer days per year and in the period of our last RAP, they used 1,048 hours of their volunteer leave to support local Aboriginal and Torres Strait Islander community groups.



NAIDOC Week 2024 Westfield Southland | Exhibition with Artist Bayley Mifsud



NAIDOC Week 2024 Westfield Kotara | Alejandro Lauren Art Installation



NAIDOC Week 2024 Westfield Sydney | Gallery Exhibition in collaboration with Boomalli Artists





# Relationships

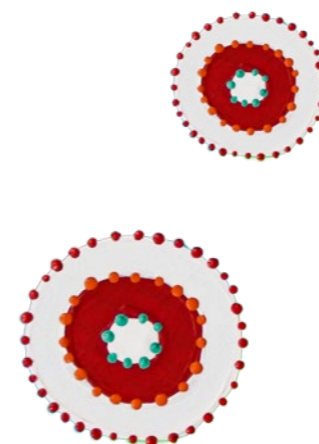
Our Westfield destinations reflect their local communities and their changing needs.

As a responsible and sustainable business we actively connect our diversity, equity and inclusion strategy with our customer experience initiatives. Our objective is to create an environment where everyone feels safe, welcome and respected.

Every Westfield destination has a Community and Marketing Plan. Each plan outlines the individual characteristics of the local trade area, including broader social challenges and opportunities to foster and promote social wellbeing.

Community and Marketing Plans map out community engagement initiatives, including cultural days of significance like NAIDOC Week, and events supporting community services and charity organisations. Through these plans we build close relationships with local community authorities, including Aboriginal and Torres Strait Islander representative groups and land councils.

Our unique capability to activate our destinations enables us to create moments that connect and celebrate our local communities.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement and to deliver on Our Purpose.	September 2024 September 2025	RWG Lead
	Implement engagement plans to work with Aboriginal and Torres Strait Islander stakeholders and organisations. <ul style="list-style-type: none"> <li>Engagement plan included in every Australian Westfield destination's Community and Marketing Plan including: <ul style="list-style-type: none"> <li>Cultural celebrations, activations and events</li> <li>Procurement opportunities and commitments</li> <li>Direct community engagement on Aboriginal and Torres Strait Islander matters.</li> </ul> </li> </ul>	September 2024 September 2025	National Community Experience Manager
	Use Westfield destination Community and Marketing Plans to embed local relationships with Aboriginal and Torres Strait Islander businesses, for example retail businesses, suppliers and local charities.	September 2024 September 2025	RWG Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people via our intranet.	May 2025 May 2026	RWG Lead
	RAP Working Group members to participate in an external NRW event.	May, June 2025 May, June 2026	RWG Lead
	Encourage and support our people to participate in external events to recognise and celebrate NRW	May, June 2025 May, June 2026	RWG Lead
	Organise NRW events in every Australian Westfield destination.	May 2025 May 2026	RWG Lead
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2025 May 2026	RWG Lead
3. Promote reconciliation through our sphere of influence.	Review and implement an employee engagement strategy to raise awareness of reconciliation as part of our mandatory cultural education strategy.	July 2025 July 2026	Director HR
	Communicate our commitment to reconciliation publicly through our RAP and Australian Westfield destinations.	May 2025 May 2026	RWG Lead
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes including through industry groups and Westfield destination Community and Marketing Plans.	May 2025 May 2026	RWG Lead
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2025 July 2026	RWG Lead
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of relevant employee and supplier policies and procedures to identify opportunities to communicate our Anti-Discrimination Policy.	July 2025 July 2026	Director HR
	Annually review and communicate our Anti-Discrimination Policy to our people via our Code of Conduct training.	February 2025 February 2026	Director HR
	Engage with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander advisors on our anti-discrimination and cultural education strategy.	October 2024 October 2025	Director HR
	Maintain ongoing education for our people and leaders on the effects of racism and provide anti-discrimination training through our annual compliance training programs.	July 2025 July 2026	Director HR





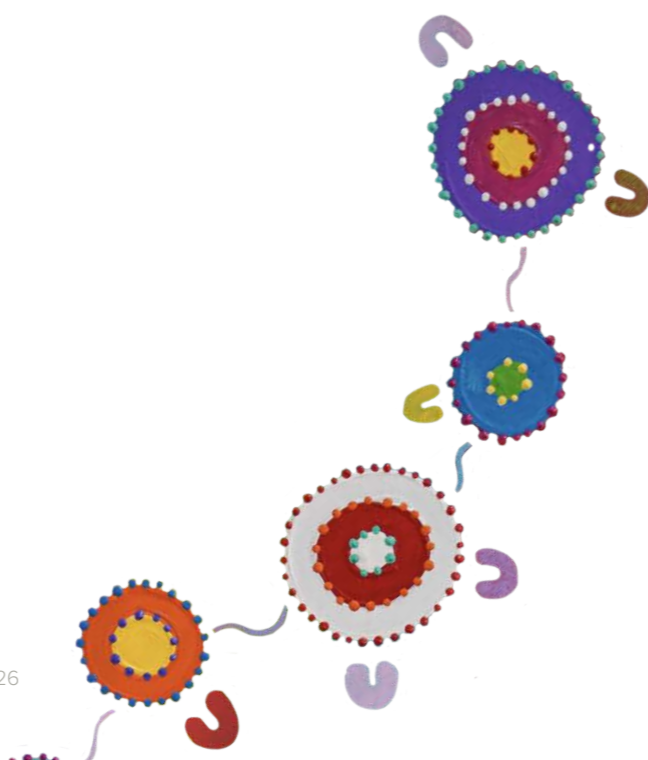
# Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is important to us and our core business activities given the locations and role our Westfield destinations play as social hubs. They are places people visit for social connection and to access diverse retail experiences, products and services.

The Westfield brand experience is connected to multi-generations of customers. To create the places more people choose to come, more often and for longer, we are focused on making our destinations safe, welcoming and inclusive for everyone.

We activate our Westfield destinations offering unique and vibrant experiences. We acknowledge the Traditional Owners of the lands where our Australian Westfield destinations are located and actively engage with Local Elders in each local community.

We listen to customer feedback and respond to improve customer service and grow advocacy.



Action	Deliverable	Timeline	Responsibility
<b>5.</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs as part of our new cultural education strategy.	February 2025 February 2026	Director HR
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors and/or businesses to inform our cultural education strategy.	April 2025 April 2026	Director HR
	Implement a mandatory cultural awareness education program for our people.	July 2025 July 2026	Director HR
	Maintain our partnership with Mirri Mirri to provide face-to-face First Nations cultural awareness training for leaders.	August 2025 August 2025	Director HR
	Provide opportunities for RWG members and leaders to participate in external cultural learning.	September 2025 September 2026	Director HR
<b>6.</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to incorporate Aboriginal and Torres Strait Islander artworks, sculptures or other activations into our Westfield destinations.	September 2025 September 2026	Director Design, Development and Construction
	Increase our people's understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country protocols.	July 2025 July 2026	RWG Lead
	Deepen our people's cultural understanding including protocols for Welcome to Country and Acknowledgement of Country through our training programs.	July 2025 July 2026	RWG Lead
	Promote our cultural protocol documents, including protocols for Welcome to Country and Acknowledgement of Country on our internal intranet.	July 2025 July 2026	RWG Lead
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events for our people and communities.	July 2025 July 2026	RWG Lead
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings in our destinations.	July 2025 July 2026	RWG Lead
	<b>7.</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RWG members to participate in an external NAIDOC Week event.	July 2025 July 2026
Promote and encourage participation in external NAIDOC events to all of our people, including events at our Australian Westfield destinations.		June 2025 June 2026	RWG Lead
Hold activations in every Australian Westfield destination for NAIDOC Week with in-centre activations and events.		July 2025 July 2026	Head of Marketing Brand and Content
Circulate NAIDOC Week resources and materials to our people via our intranet.		June 2025 June 2026	RWG Lead





# Opportunities

Our Westfield destinations 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.

We employ 2,698 people across Australia and New Zealand. Approximately 93% of our workforce is located in Australia.

Our people are the key to our success. Our focus on operational excellence means we have the capabilities and expertise within our team to design, construct, operate, manage and market our platform. Our workforce includes approximately 75 professions reflecting the diversity of our talent.

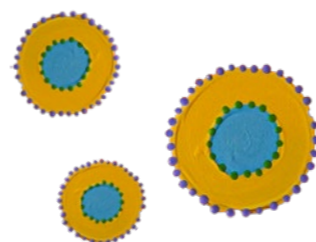
We have First Nations representation in our RWG and Kate Cutler, our RAP Lead and Chair of our Cultural Advisory Committee chairs each working group meeting and provides our executive leadership team with oversight of our RAP initiatives and quarterly deliverables.

We actively pursue strategies to align our need for a casual workforce with employment opportunities for Aboriginal and Torres Strait Islander peoples.

This RAP will explore opportunities to convert casual employment to permanent employment through improved career pathways.

In 2023, we engaged with over 4,000 local Australian businesses in the operation of our business and recognise the opportunity to increase the number of Aboriginal and Torres Strait Islander businesses that could benefit from our procurement.

We have been corporate members of Supply Nation since 2017. We will continue to support internal awareness and use of this membership across our procurement teams and with our Australian Westfield destinations to increase the spend and broaden our engagement with Aboriginal and Torres Strait Islander businesses in each of our local communities.

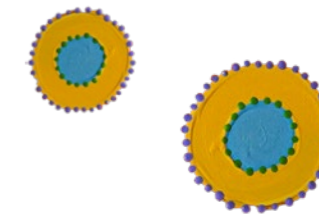


Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Consult Aboriginal and Torres Strait Islander advisors and third parties to inform future employment and professional development opportunities.	October 2024 October 2025	Director HR
	Continue to engage with Aboriginal and Torres Strait Islander team members and/or advisors to consult on our recruitment, retention and professional development strategy.	October 2024 October 2025	Director HR
	Develop and implement a refreshed Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy for permanent employees.	October 2024 October 2025	Director HR
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander people.	July 2025 July 2026	Director HR
	Review recruitment procedures and policies to enhance equity for Aboriginal and Torres Strait Islander participation in our workplace.	July 2025 July 2026	Director HR
	Continue to support enrolled trainees and review the traineeship program and agency partners to assess and expand the reach of the program outside of high school students.	July 2025 July 2026	Director HR
	Investigate opportunities for targeted inclusion of Aboriginal and Torres Strait Islander university students in an intern program.	July 2025 July 2026	Director HR
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Investigate strategies to provide Aboriginal and Torres Strait Islander casuals with future permanent employment pathways.	July 2025	Director HR
	Review our Aboriginal and Torres Strait Islander procurement strategy through our procurement working group and review our procurement policies.	July 2025 July 2026	Head of Procurement
	Promote Supply Nation membership and access to the platform.	July 2025 July 2026	Head of Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to relevant team members.	July 2025 July 2026	Head of Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2025 July 2026	Head of Procurement
	Maintain and enhance our existing commercial relationships with Aboriginal and Torres Strait Islander businesses.	July 2025 July 2026	Head of Procurement
10. Strengthen Aboriginal and Torres Strait Islander communities and organisations through volunteer support.	Explore opportunities with smaller, local suppliers to our Westfield destinations to maximise local employment and community economic outcomes.	July 2025 July 2026	Head of Procurement
	Strengthen Aboriginal and Torres Strait Islander communities and organisations encouraging our people to use their volunteer leave with First Nations volunteer organisations.	May 2025 May 2026	Director HR
	Investigate and add new Aboriginal and Torres Strait Islander volunteer organisations to Scentre Group employee volunteering program.	May 2025 May 2026	National Community Experience Manager
	Maintain engagement with our Alumni 'Westfield Local Heroes' organisations and support their community and reconciliation initiatives through local destination Community and Marketing Plans.	May 2025 May 2026	National Community Experience Manager



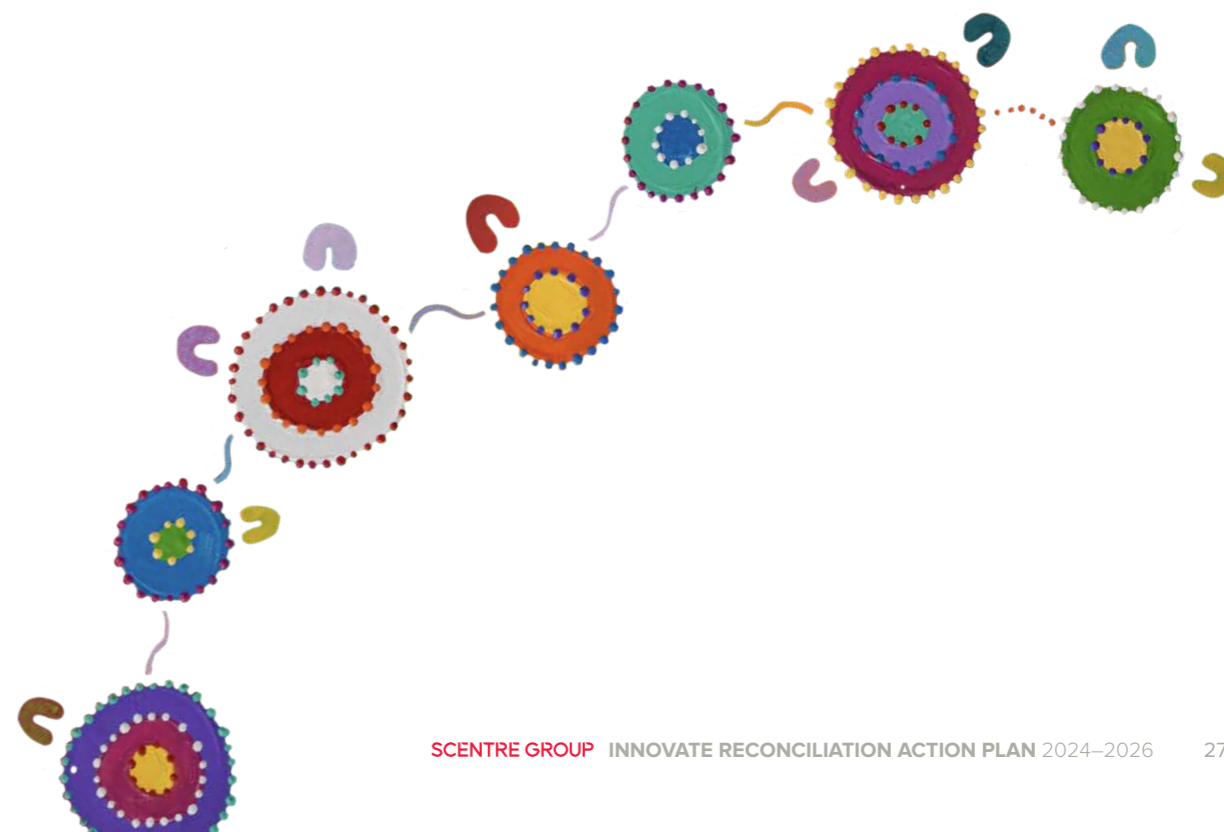


# Governance



Action	Deliverable	Timeline	Responsibility
<b>11.</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and/or Torres Strait Islander representation in the RWG and maintain partnerships and regularly invite Aboriginal and Torres Strait Islander peoples to attend and influence the RWG.	October 2024, March, June, September 2025 and 2026	RWG Lead
	Review and update Terms of Reference for the RWG.	February 2025	RWG Lead
	Meet at least four times per year to drive and monitor RAP implementation.	October 2024, March, June, September 2025 and 2026	RWG Lead
<b>12.</b> Provide appropriate support for effective implementation of RAP commitments.	Appoint and maintain an internal RAP Champion from senior management.	February 2025 February 2026	RWG Lead
	Define and maintain resource needs for RAP implementation.	October 2024 October 2025	RWG Lead
	Engage our people in the delivery of our RAP commitments.	February 2025 February 2026	RWG Lead
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2025	RWG Lead

Action	Deliverable	Timeline	Responsibility
<b>13.</b> 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 annually	RWG Lead
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	RWG Lead
	Complete and submit the annual RAP Impact to Reconciliation Australia.	30 September annually	RWG Lead
	Report RAP progress to all team members quarterly.	October 2024, March, June, September 2025 and 2026	RWG Lead
	Publicly report our RAP achievements, challenges and learnings, annually.	March 2025 March 2026	Director Corporate Affairs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	RWG Lead
<b>14.</b> Continue our reconciliation journey by developing our next RAP.	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2026	RWG Lead
	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2026	RWG Lead





# SCENTRE GROUP

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