



SCENTRE GROUP

Reconciliation Action Plan

July 2019–July 2021



RECONCILIATION
ACTION PLAN
INNOVATE

Contents

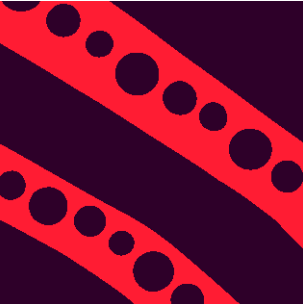
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Scentre Group's vision for reconciliation is aligned to our purpose to create extraordinary places, connecting and enriching communities.

Our reconciliation vision is to engage with our customers and communities to demonstrate respect for Aboriginal and Torres Strait Islander peoples and embed positive and sustainable cultural change.

We have a unique opportunity to engage with customers and communities at scale given we attract annual customer visitation in excess of 535 million each year and approximately 65% of the Australian population lives within a 30-minute drive of a Westfield living centre.



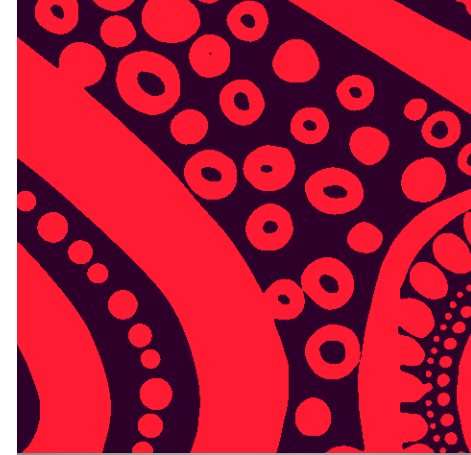
A message from our CEO

Peter Allen
Chief Executive Officer
Scentre Group

Engaging communities, together

I am pleased to release Scentre Group's second Reconciliation Action Plan (RAP) 2019-2021. It presents a valuable opportunity to reflect on the progress we have made and where we need to focus to keep learning and contributing to meaningful change for Australia's First Nations people.

Our first RAP (2016-2018) helped us to build the right foundations to fulfil our vision to educate our communities, demonstrate respect for Aboriginal and Torres Strait Islander peoples and embed positive and sustainable cultural change. We outlined our achievements in a [2017 Progress Report](#). Some of the key ones I would call out are our traineeship program, NAIDOC Week activations within our Westfield living centres, Acknowledgment of Country plaques in our living centres, cultural awareness training for our people as well as our RAP guidelines designed to educate and inform our people.



As you will read in this RAP, our vision for reconciliation remains aligned to our purpose and values as an organisation as well as our approach to being a responsible, sustainable business. For the next chapter of our reconciliation story, we have outlined our plans to go beyond education and seek to engage and connect with our customers and communities in fulfilling our vision.

The word ‘connect’ is important to our purpose as a business because our centres are located at the heart of the communities in which we serve. We also have an opportunity to engage large numbers of people in our vibrant activations and convert frequent visitation into educational and cultural experiences that capture hearts and minds.

Many of our 36 Australian Westfield living centres are located within geographical areas of cultural significance for Aboriginal and Torres Strait Islander communities. It is our responsibility to ensure that we not only understand and embrace the Aboriginal and Torres Strait Islander histories and rights, but keep striving to increase appreciation, respect and understanding amongst the broader community.

Through our active and future development program, as well as the reach of our day-to-day commercial activities owning and operating our living centres, we are a large procurer of goods and services. As a corporate member of Supply Nation, we have an opportunity to increase internal awareness of their platform and support more Indigenous businesses across a range of categories.

In this RAP, we have set out our updated commitments, targets and the program of initiatives we’ll undertake over the next two years, with the endorsement of Reconciliation Australia. Some of the key areas of focus include engaging further with our local Aboriginal and Torres Strait Islander communities surrounding our centres and embedding our employment and supplier diversity initiatives.

Whether you’re undertaking a specific RAP activity or seeking to deepen your understanding, I hope that in reading the following pages you’ll learn something about where we’ve been on this journey and where we are going.

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.

The success of our efforts will be determined by the extent to which our business operations, the accessibility of our services and our own mindset and attitudes contribute to continued progress for reconciliation nationally.

I look forward to continuing our reconciliation journey together.

Best,



Peter



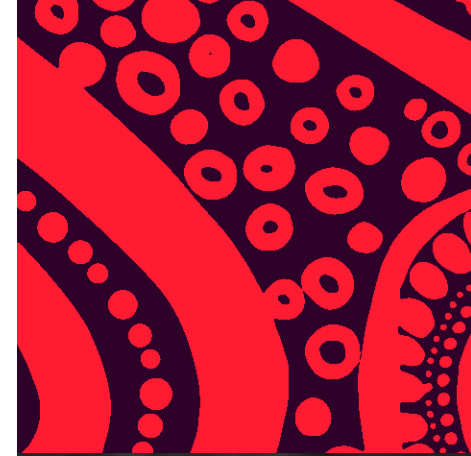
A message from Reconciliation Australia

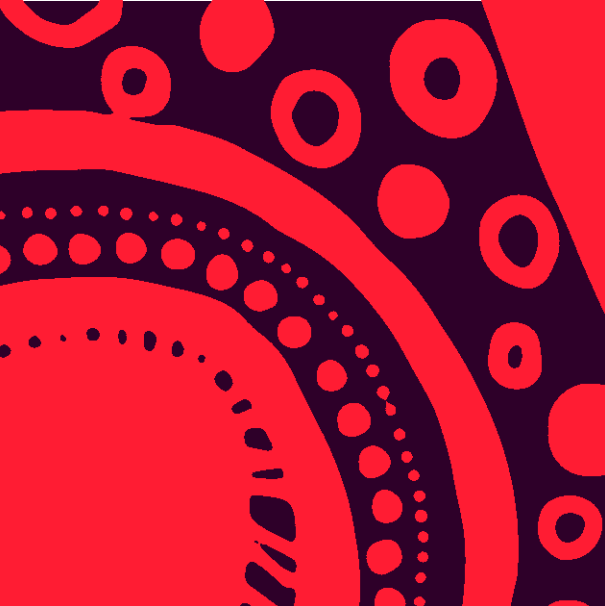
Karen Mundine
Chief Executive Officer
Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see Scentre Group continue its reconciliation journey and to formally endorse its second Innovate RAP.

Through the development of an Innovate RAP, Scentre Group continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.





The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Scentre Group with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Scentre Group will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Scentre Group well as it embeds and expands its own unique approach to reconciliation. We encourage Scentre Group to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Scentre Group on its second RAP, and look forward to following its ongoing reconciliation journey.

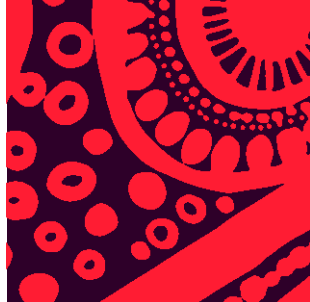
A handwritten signature in black ink, appearing to be 'G. M. O.', positioned below the text of the commendation.



Westfield Miranda NAIDOC Week celebrations, July 2017 Koomurri Incursions hosting a traditional smoking ceremony to celebrate NAIDOC Week.



ABOVE: Westfield Tea Tree Plaza
'You, Me, Together' by Elizabeth
Close & Georgia Hill, 2018



Our business

Scentre Group was established in 2014 and our purpose has remained constant ever since: 'creating extraordinary places, connecting and enriching communities'.

Our purpose has guided our culture and decision-making as we have grown our business into an extraordinary platform of 41 Westfield living centres which is now one of the top 20 companies listed on the Australian Securities Exchange by market capitalisation. Scentre Group's portfolio includes seven of Australia's top 10 performing centres, with a total value of \$54.2 billion (as at 31 December 2018).

Scentre Group employs 2,620 employees across Australia and New Zealand.

We are conscious of delivering on our purpose with a responsible business mindset and approach. This is supported by our DNA — the values that underpin our organisation. These are: We put our customer first; we act with integrity; we strive for excellence; we succeed together; we are constantly curious; we create a positive legacy.

Scentre Group employs 2,620 employees across Australia and New Zealand. In our most recent staff survey in July 2018, 11 staff members identified as Aboriginal or Torres Strait Islander peoples.

Our organisation has a national footprint, with 36 regional living centres located in Queensland, New South Wales, Australian Capital Territory, Victoria, South Australia and Western Australia. We also own and operate five living centres in New Zealand.

Whilst our Support Office is located in Sydney, we have 41 shopping centres across Australia and New Zealand each with their own dedicated Customer Experience team and office.



RIGHT: Westfield Tea Tree Plaza
'You, Me, Together' by Elizabeth Close & Georgia Hill, 2018

Our first RAP 2016–2018

Our achievements during our first RAP include;

- Introducing our RAP guidelines document, designed to educate and inform any member of our team about Aboriginal and Torres Strait Islander histories and cultures, and provide a starting point to help build stronger relationships with Aboriginal and Torres Strait Islander peoples
- Business plans incorporating the commitments in our RAP, ensuring our people are able to identify and connect their contribution to Scentre Group’s RAP and Australia’s reconciliation journey
- Celebrating significant Aboriginal and Torres Strait Islander events, in particular National Reconciliation Week celebrations in our Support Office and our NAIDOC Week activations throughout our 36



ABOVE & LEFT
Westfield Fountain Gate
NAIDOC Week celebrations, July 2018
A NAIDOC letter decorating activity for kids
on display

BELOW: Westfield Mt Druitt NAIDOC
Week celebrations, July 2018



- regional living centres which celebrate the NAIDOC theme and educate our customers through performances, hoarding activations and digital activations through our connected SmartScreen network, digital platforms and social channels
- Building our relationships with Aboriginal and Torres Strait Islander businesses and Supply Nation accredited suppliers and subcontractors including Aboriginal Employment Strategy, Shusai Security and Traffic Control, AFL Sports Ready, Metropolitan Aboriginal Land Council, Aus Indigenous Minority Supplier Office, Indigenous Economic Solutions, Goanna Hut, Koomurri and Muggera
 - Incorporating Aboriginal and Torres Strait Islander artworks or landscape elements within our centres under development. We have partnered with Aboriginal artists including, Reko Rennie, Glenn Romanis, Elizabeth Close, Lynnice Church, Jade Dolman, Terri-Lee Darcy and Donna Gayford McLaren on centres under development and have incorporated large wall murals, sculptures, educational pieces and landscape elements within the design with great success
 - The learnings from our last RAP include the great capacity for the people within our organisation to embrace our reconciliation journey, our RAP Working Group plays a vital role in overseeing the implementation of the RAP and maintaining focus and momentum
 - Our challenges included the research and time required to identify the most appropriate artist to meet our brief requirements within our centres under development, ensuring the artist is local and the content not likely to cause offence, providing consistent work to ensure contractors can resource appropriately and being able to source trainees to meet our traineeship targets



Westfield Tea Tree Plaza
'Cootamundra Echidnas'
by Glenn Romanis, 2017

Our RAP 2019-2021

Scentre Group is renewing our RAP as reconciliation is important for all Australians and with the Westfield brand heritage spanning 58 years within Australian communities, we have an important role to play in supporting the journey to a reconciled, just and equitable Australia.

Within our organisation our RAP is championed by our Director of Design and Construction and Diversity and Inclusion Council Chairman, Ian Irving. Our RAP Working Group members include;

- Matthew Fisk** Construction Project Manager and RAP Working Group Chair
- Kristy Masella** CEO Aboriginal Employment Strategy
- Peta Barclay** Brand Experience Manager Mt Druitt
- George Kawtal** Contracts Manager
- Megan Ford** Senior Retail Design Manager
- Siobhan Trinder** Community Program Assistant
- Alison Pearson** Head of Talent, Human Resources
- Gabriella Frigenti** Brand Experience Manager, CX Strategy and Planning
- Aaron Galea** Contract Admin, National Facilities
- Kristy Araipu** Retail Manager Chermside
- Cathy Main** Centre Manager Fountain Gate
- Belinda Wilton** Retail Manager Penrith
- Benjamin Comarmond** Finance Manager
- Deborah Pool** RM & National Retail Design Coordinator

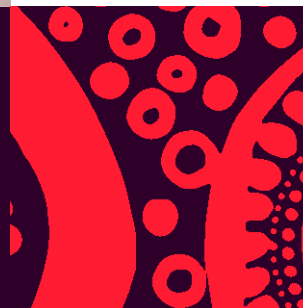




ABOVE: Scentre Group Support Office – National Reconciliation Week celebrations, June 2019
Welcome to Country and dance performance by Muggera Dancers

Our RAP Working Group includes Megan Ford and Peta Barclay, who are our Aboriginal and Torres Strait Islander employee representatives. We have relied upon our relationship with Aboriginal Employment Strategy to provide external advice. Our RAP Working Group also has regular engagement with our Community Experience team, which is part of our Customer Experience team, to connect our diversity and inclusion strategy with our employee engagement and customer experience strategy.

During the course of this RAP we intend to create an external Aboriginal and Torres Strait Islander Advisory Group. The terms of reference of our RAP Working Group include meeting to review progress against the RAP (at a minimum quarterly), ensuring a diverse representation across our business, reporting to the Diversity and Inclusion Council on RAP progress (at a minimum quarterly) and ensuring endorsement of RAP Working Group initiatives.





Westfield Woden
'Uriarra' (run to the feast)
by Lynnice Church, 2018

Relationships

Scentre Group's purpose 'creating extraordinary places, connecting and enriching communities' guides our culture and decision-making.

Our aspiration for our people is to be 'the place where talent thrives' and we have built high levels of employee engagement with our Diversity and Inclusion strategy gaining momentum as more of our people voluntarily engage in the activities of our seven working groups, including our Reconciliation Action Plan Working Group led by Matt Fisk.

We are an inclusive organisation that advocates for greater diversity and inclusion in our workplace because we know we need to reflect the communities we serve to keep attracting the best people to work for us and to maintain our leadership position in the delivery of the best customer experiences in our centres.

THIS PAGE: Westfield Miranda NAIDOC Week celebrations July 2017 – Koomurri Incursions hosting a traditional corroboree to celebrate NAIDOC Week



Our DNA

We put our customer first;
we act with integrity;
we strive for excellence;
we succeed together;
we are constantly curious;
we create a positive legacy.

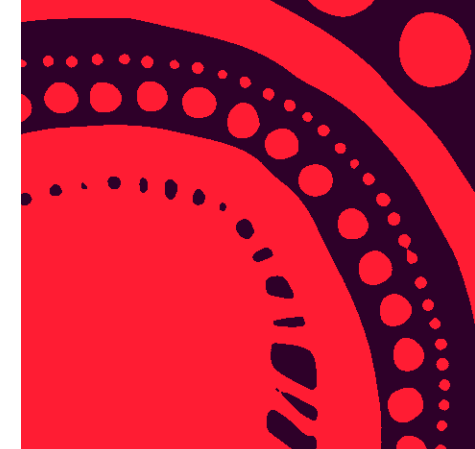
We are proud of the close relationships we form with our customers and communities and continually invest in understanding their needs and expectations.

Scentre Group is a vertically integrated business which means we design, build, market and operate our Westfield living centres.

Our active and future development pipeline means we regularly

develop land to improve the facilities and amenities for our customers and communities. We have an important responsibility to consult and engage with local communities through the planning process, which can often extend over many years. We collaborate with local Aboriginal and Torres Strait Islander communities in these processes, for example in outlining our long-term vision to create a truly integrated, mixed-use

community on the land adjoining Westfield Tuggerah, on the NSW Central Coast, we are working closely with the Darkinjung Local Aboriginal Land Council to create a Regional Partnership Strategy specific to the local Aboriginal and Torres Strait Islander community.

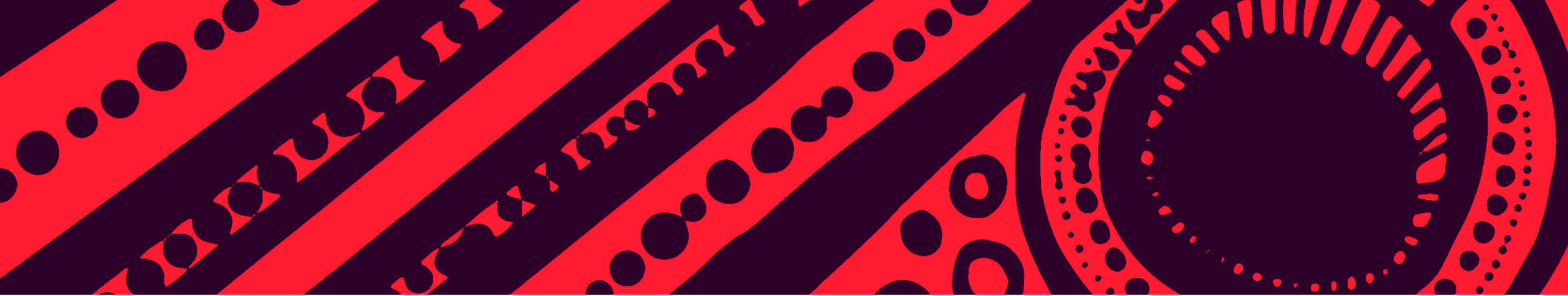


RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. 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.	March 2020	RWG Chair
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2019	RWG Chair
	Commit to establishing 3 formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations that are mutually beneficial and relevant to our sphere of influence.	June 2020	Director Design and Construction
	Encourage staff to utilise available volunteer leave to support local Aboriginal and Torres Strait Islander programs or initiatives.	November 2019, 2020	Director HR

RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2020, 2021	RWG Chair
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2020, 2021	RWG Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2020, 2021	Director HR
	Organise at least one NRW event each year.	27 May - 3 June 2020, 2021	RWG Chair
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2020, 2021	RWG Chair
3. Promote reconciliation through our sphere of influence.	RWG to implement strategies to engage our staff in reconciliation.	July 2019	RWG Chair
	Communicate our commitment to reconciliation publicly through our annual sustainability report.	April 2020, 2021	Director Corporate Affairs
	Explore opportunities to positively influence our suppliers and contractors to drive reconciliation outcomes.	March 2020	Director Design and Construction
	Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation.	November 2019, 2020	RWG Chair
	Explore establishing a "learning circle" within our sphere of retail and property development to share our achievements with our peers and encourage greater engagement for reconciliation.	June 2020	RWG Chair



 **RELATIONSHIPS**

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2020, 2021	Director HR
	Annually review and communicate our anti-discrimination policy within our organisation.	April 2020, 2021	Director HR
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2020, 2021	Director HR
	Ensure the effects of racism are included in our existing IMP training modules.	December 2019	Director HR
5. Support reconciliation through state based organisations.	Investigate opportunities to connect with state based reconciliation councils.	March 2020	RWG Chair
	Investigate opportunities to connect with local area Land Councils.	March 2020	RWG Chair



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.

With more than 535 million visits made to our Westfield living centres each year, we know we have a unique opportunity to engage and educate the communities in which we operate. We call our centres 'living centres' for a reason – more and more, our customers are coming to our centres for more than shopping, they are coming for vibrant and memorable experiences that they cannot obtain anywhere else. Each year, we host more than 14,000 activations in our centres that include community and cultural events. 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. In doing so, we aim to connect the two communities more closely through shared experiences at our living centres.



 **RESPECT**

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors in developing the cultural learning strategy.	September 2019, 2020	Director HR
	Develop, implement and communicate a cultural learning strategy in consultation with Aboriginal and Torres Strait Islander advisors for our staff.	November 2019	Director HR
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	November 2019	Director HR
	Provide all executive committee members with face to face cultural awareness training.	July 2020	Director HR
	Offer cultural immersion training learning activities to a minimum of 50 staff every six months.	February 2020	Director HR
	Develop online cultural awareness training platform for all “New Starters”.	February 2020	Director HR



 **RESPECT**

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Undertake an annual review of our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2020, 2021	RWG Chair
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including NRW and NAIDOC Week.	May 2020, 2021, July 2020, 2021	RWG Chair
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2019	RWG Chair
	Maintain and review a list of key contacts for organising a Welcome to Country.	September 2019, 2020	RWG Chair
	Invite a local Traditional Owner to provide Welcome to Country at all new Centre and redevelopment launch ceremonies.	January 2020, 2021	Centre Experience Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2020	RWG Chair


RESPECT

Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2020, 2021	Director HR
	Promote and encourage participation in external NAIDOC Week events to all staff.	June 2020, 2021	RWG Chair
	Utilise Westfield digital advertising screens to celebrate and promote NAIDOC Week.	July 2019, 2020, 2021	GM Brand Experience
	Publish news articles or intranet stories on events held throughout our assets during NAIDOC Week.	July 2019, 2020, 2021	Director Corporate Affairs
	Support an external NAIDOC Week community event.	July 2019, 2020, 2021	RWG Chair
	Provide an opportunity for all living centres to host a NAIDOC Week in centre event by distributing an event briefing kit to all centres.	May 2020, 2021	GM Brand Experience
	RAP Working Group to participate in an external NAIDOC Week event.	July 2019, 2020, 2021	RWG Chair
9. Visibly promote Aboriginal and Torres Strait Islander cultures within our centres.	Include Aboriginal and Torres Strait Islander artworks/ sculptures into our centres under development.	July 2019, 2020, 2021	Director Design and Construction
	Include Acknowledgement of Country plaques in all new centres.	July 2020, 2021	Centre Experience Manager

Opportunities

Our Westfield living centres are designed to enrich the communities which 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.

Scentre Group employs 2,620 team members across Australia and New Zealand, but the seasonality of the retail calendar and the nature of our active development pipeline means that we need a flexible workforce that can scale up based on the time of year and our current building projects. We will explore opportunities to align our need for a casual workforce with employment opportunities for Aboriginal and Torres Strait Islander peoples. We are also committed to continuing and developing our existing traineeship program to achieve improved employment outcomes.

Scentre Group is a vertically integrated business which means we design, build, market and operate our Westfield centres. In doing so, we engage with a large number of business suppliers in the delivery of our services 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 with Aboriginal and Torres Strait Islander businesses.



BELOW: Westfield Sydney – NAIDOC Week celebrations, July 2018 Kaskela & Westfield Sydney presented an Indigenous Art exhibition in centre





OPPORTUNITIES

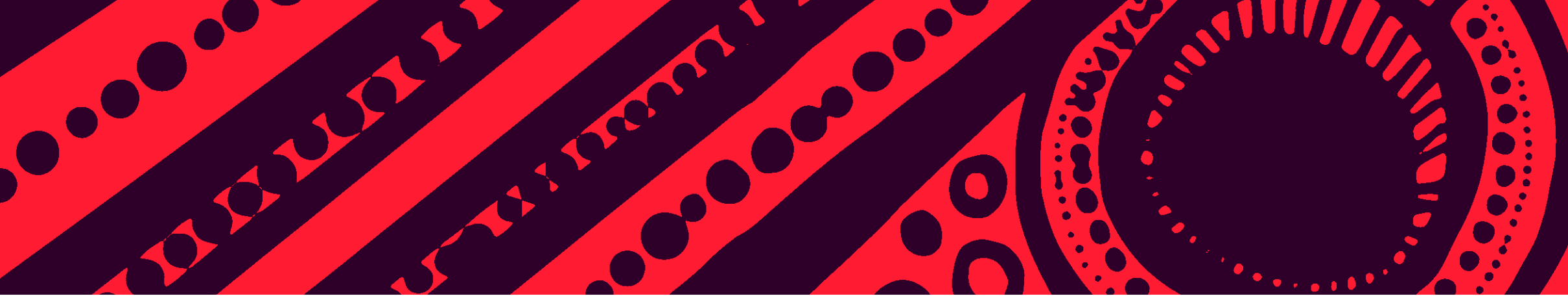
Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2020	Head of Talent - HR
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2020	Head of Talent - HR
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2020	Head of Talent - HR
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders in identified communities.	March 2020	Head of Talent - HR
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2020	Director HR
	Increase the number of Aboriginal and Torres Strait Islander staff employed in our workforce within the range of 3 – 6 new employees annually.	July 2020, 2021	Director HR
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply.'	September 2019	Head of Talent - HR

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
11. Investigate opportunities to support Aboriginal and Torres Strait Islander students.	Continue to facilitate a traineeship program for high school students, with a targeted intake of 15 students annually.	December 2019, 2020	Head of Talent - HR
	Investigate opportunities to establish a relationship with employment pathways organisations such as Career Trackers.	December 2019	Head of Talent - HR
	Investigate opportunities to establish relationships with universities and participate in university career days.	December 2019	Head of Talent - HR
	Investigate opportunities to establish a scholarship program for Aboriginal and Torres Strait Islander students.	December 2019	Director - HR
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2019	RWG Chair, Director Design & Construction
	Maintain our membership with Supply Nation.	April 2020, 2021	RWG Chair
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2020	RWG Chair
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2019	Director Design & Construction
	Maintain our existing commercial relationships with Aboriginal and/or Torres Strait Islander businesses and explore additional opportunities.	December 2019, 2020	RWG Chair
	Establish targets for procuring goods and services from Supply Nation certified Aboriginal and Torres Strait Islander owned business.	July 2020	Diversity & Inclusion Council Chair

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
13. Investigate opportunities to collaborate with service providers to promote reconciliation initiatives.	Work with service providers within our centres to ensure our top 10 providers commit to and establish a Reconciliation Action Plan.	July 2020	Diversity & Inclusion Council Chair
	Investigate opportunities to establish minimum Aboriginal and Torres Strait Islander employment criteria for our service providers.	July 2020	Diversity & Inclusion Council Chair
14. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander casual employment opportunities.	Achieve a minimum of 3% Aboriginal and Torres Strait Islander recruitment for Christmas casual employment.	November 2019, 2020	Head of Talent HR
	Investigate implementing strategies to convert Aboriginal and Torres Strait Islander Christmas casual employment into full or part time work.	November 2019, 2020	Head of Talent HR
15. Engage with local communities surrounding our centres.	Investigate opportunities to engage with Local Aboriginal and Torres Strait Islander communities surrounding our centres to support employment opportunities.	December 2019	National Manager Community RWG Chair
	Implement a pilot project on at least one centre engaging with the local Aboriginal and Torres Strait Islander community.	July 2020	National Manager Community RWG Chair
	Investigate opportunities to work with local Aboriginal and Torres Strait Islander communities on planning and development opportunities.	July 2020	Director Development



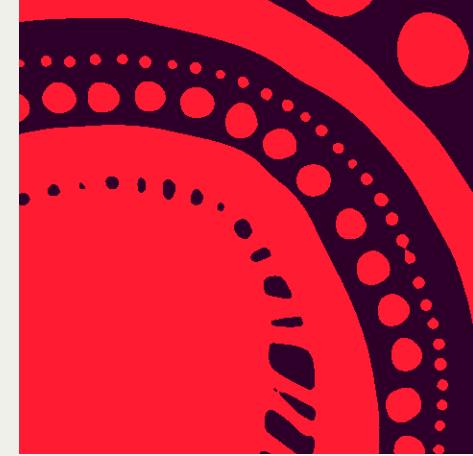
OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
16. Support Aboriginal and Torres Strait Islander employees in developing an internal Aboriginal and Torres Strait Islander network.	Establish a purpose and objective for an internal Aboriginal and Torres Strait Islander network program.	December 2019	RWG Chair
	Develop an internal Aboriginal and Torres Strait Islander network to encourage and support employees to connect.	December 2019	RWG Chair
	Provide the opportunity for the network to meet regularly to monitor success and provide opportunity to connect.	December 2019	D&C Council Chair



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
17. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2019, 2020, 2021	RWG Chair
	Monitor Terms of Reference for the RWG.	January 2020, 2021	RWG Chair
	Meet at least four times per year to drive and monitor RAP implementation.	Quarterly 2019, 2020, 2021	RWG Chair
18. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2019, 2020, 2021	RWG Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2019, 2020, 2021	RWG Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2019, 2020, 2021	RWG Chair
	Engage our senior leaders in the delivery of our RAP through our Diversity Council and Executive Committee.	Quarterly 2019, 2020, 2021	RWG Chair
	Appoint and maintain an internal RAP Champion from senior management.	January 2020, 2021	D&I Council Chair



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
19. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2019, 2020	RWG Chair
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly 2019, 2020, 2021	RWG Chair
	Publicly report our RAP achievements, challenges and learnings, annually.	April 2020, 2021	Director Corporate Affairs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020	Director Corporate Affairs
20. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2021	RWG Chair



CASE STUDY:

Respect

Engaging all of our communities to build understanding and education.

LEFT- Westfield Mount Druitt
NAIDOC Week celebrations, July
2018 - Elders watching the NAIDOC
Week opening celebrations

Case study: Respect

As one of the largest organisations in Australia, and one that attracts large audiences to our Westfield living centres, we know we have a unique opportunity to engage and educate the communities in which we operate.

For us, engagement and education always begin with our own people, because we believe that is an essential first step before we can authentically engage our customers and communities.

Across our Diversity & Inclusion work we have always found that team members sharing personal stories is an incredibly powerful way to connect and build understanding. This year, in recognition of National Reconciliation Week, Peta Barclay, Brand Experience Manager at Westfield Mount Druitt and member of our Reconciliation Action Plan (RAP) Working Group, shared her story of identifying as an Aboriginal Woman.

She said, “If I begin by telling my story and people agree to listen without prejudice, then hopefully we can move forward with a new level of shared understanding and together we can be part of a generation that facilitates reconciliation and change.”

The phenomenal response to Peta’s story highlights our team’s readiness to continue our reconciliation journey with our second RAP.

Throughout the year we acknowledge cultural moments of significance for our local communities, taking the opportunity to connect with those who identify with those moments and educate

the wider community on the importance of those moments, as well as inviting them to engage in a positive way.

Every year during NAIDOC Week, we strive to increase appreciation, respect and understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights by bringing our local communities together to experience traditional cultural activities and celebrations.

With more than 535 million visits made to our Westfield living centres each year, we have a unique capability to engage a significant audience both in our centres and



through our digital platforms. Last year, this included sharing the personal stories of four inspiring Aboriginal and Torres Strait Islander women, highlighting the significant roles they play as pillars of our society, on each of our 36 Australian Westfield websites, as well as sharing photos of them on our connected SmartScreen Network of 1,541 screens and 325 digital directories throughout centres.

Other experiences that encouraged customers to actively engage with NAIDOC Week included Westfield Parramatta's 'Reflection Wall', that encouraged customers to share a message to a woman who inspires them, and Westfield Liverpool's exhibition of Liverpool Girls' High School Year 10 student artwork that featured Aboriginal or Torres Strait Islander women who inspired them.

Local team members also have the opportunity to volunteer at the Nepean Community and Neighbourhood Services' NAIDOC Cup. NAIDOC Cup is a free gala day for Aboriginal and Torres Strait Islander primary school students and their friends, that brings together over 1,200 kids from 25 local schools to celebrate Aboriginal and Torres Strait Islander cultures and identity. Volunteering is an opportunity for our team to give back to one of our local communities, play an active role in the Penrith community's NAIDOC Week celebrations and learn more about Aboriginal cultures.



BELOW: Westfield Hornsby – NAIDOC Week celebrations, July 2018 Kids' activities formed an important element of customer celebrations and engagement



RIGHT: Westfield Tea Tree Plaza
'You, Me, Together' by Elizabeth
Close & Georgia Hill, 2018

CASE STUDY:

Relationships

Using art to build relationships and deliver our purpose 'creating extraordinary place, connecting and enriching communities'



Case study: Relationships

In developing our living centres we use art as a key element to deliver on our purpose ‘creating extraordinary places, connecting and enriching communities’.

“It has been an absolute delight to work with Scentre Group, on projects of immense cultural importance to the community. Scentre Group are committed to imbedding Aboriginal and Torres Strait Islander perspectives into its artistic endeavours, in a genuine and ethical way; my culture and practice is something that has been celebrated in our projects - not just for its aesthetic but for what it represents.”

Elizabeth Close, artist.

Our use of art in centres has multi-layered benefits for our local communities. Through working with local Aboriginal and Torres Strait Islander artists, we establish mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

The Aboriginal and Torres Strait Islander artists we work with often draw inspiration from the local area and traditional history. Incorporating these artworks throughout our living centres then contributes to creating a connected sense of place that is deeply reflective of the local area and community.

At Westfield Woden, based on recommendations from Elders of the locally-recognised Ngunnawal Tribe, we engaged local Indigenous artist Lynnice Church. This allowed us to engage our local Aboriginal and Torres Strait Islander community

and create a centre that truly connected with them.

Westfield Woden is located in an area that was a central meeting place for the Traditional Custodians, the Ngunnawal, and the surrounding tribes. Lynnice created a beautiful artwork, titled “Uriarra” (meaning: run to the feast), that depicts the story of the different tribes, clans and communities’ journeys to the meeting place.

Our centres receive millions of customer visits each year, and through engaging Aboriginal and Torres Strait Islander artists to use Westfield living centres as a platform to present their artwork, we support them connect with the wider community, creating excitement and interest, we enrich the local community through telling the stories that the artworks represent and we demonstrate our

deep respect and appreciation for Aboriginal and Torres Strait Islander peoples and cultures.

At Westfield Tea Tree Plaza, we worked with a well-respected, emerging Aboriginal artist, Elizabeth Close, who is an Anangu woman from the Pitjantjatjara and Yankunytjatjara language groups. Elizabeth created an arrival mural and collaborated with Georgia Hill, an Australian artist who has worked with us on a number of recent developments, to transform the cinema box facade. While the two artists’ styles are very unique, they also have a lot of similarities in theme across community and connection, reconciliation and harmony, culture and memory. The outcome was a bold and contemporary artwork that is representative of our focus on connecting communities titled “You, Me, Together”.



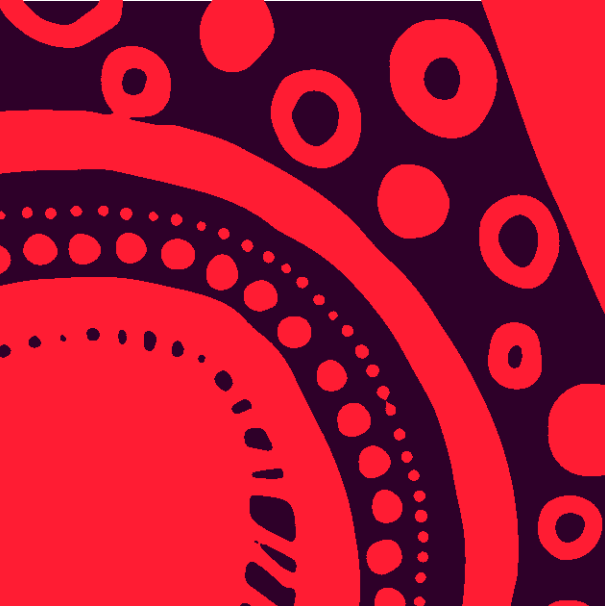
CASE STUDY:

Opportunities

From traineeship to highly-valued
Centre Experience team leader –
Chey Rolfe shares his story

In 2011, Chey Rolfe joined Scentre Group as a school-based trainee in partnership with Aboriginal Employment Strategy. A Year 11 student and member of the Mullenjarli people, Chey saw the opportunity as a stepping stone for a career in the Australian Armed Forces. Eight years on, Chey is still with us as a highly-valued leader in our Centre Experience team at Westfield North Lakes in Brisbane, Qld.





What's your story?

In 2011 I made a decision that I would pursue a career in our armed forces at the end of Year 12. I had time to take on a school-based traineeship so I contacted my guidance counsellor and thus began an interview process with the Aboriginal Employment Strategy.

When I saw the “security and facilities” traineeship in the Carpark team at Westfield, I jumped at the opportunity – I’d been shopping there as long as I could remember and loved the idea of a hands-on role. It was my first formal position and I was quickly blown away by the level of knowledge and skills that I could learn through Scentre Group and particularly my then manager.

What changed your career aspirations and made you want to stay with our company?

One of the main reasons I wanted to join the defence force was the camaraderie. Not too long after starting with the Carpark team, I realised I had found the team environment I was looking for and with that came a change in my focus from a career in the defence force to a career with Scentre Group.

At the end of Year 12, I was offered a casual role, and when the supervisor role became available at North Lakes, I knew I had to go for it.

Personally, I love to be challenged and I experienced plenty of challenges moving from a casual position to a supervisor. To begin, I had to learn how to manage people, money and myself. Naturally being in an environment that not only offers regular and unique challenges, but encourages staff to seek new and sometimes abstract solutions, I knew I had to stay.

“Since I have been at Westfield Burwood, everyone has made me feel so welcome. I have been able to fully experience what the business is like by working with a range of different teams to see how they work and what they do each day. Getting to experience the business and be able to make the decision for myself if I like it or not, is a great opportunity that not every student gets.”

Aleyah, current AES trainee working us at Westfield Burwood

What do you think of Scentre Group’s RAP?

Back in primary school, I remember watching the Prime Minister apologise to the nation. I was asked what I thought about it and, as a young boy with Indigenous heritage, I recall feeling it was positive but that it wasn’t going to change much.

Seeing the progress Australia has made since then and seeing what we do here at Scentre Group, gives me a lot of hope for the future.

Our culture encourages everyone to embrace who they are and bring their whole self to work. Being empowered to do that myself, as well as empowering my team to do the same, shows just how right we get it.

The RAP is not only a great resource to learn from, but in teaching about Aboriginal and Torres Strait Islander culture it also ensures that the communities are respected and demonstrates why their cultures are valued. From many of my peers being bullied in school to seeing Indigenous culture as something to be proud of and shared – that’s real progress.





CASE STUDY:

Opportunities

Nurturing business partnerships with Aboriginal & Torres Strait Islander owned businesses to support and build the sector

LEFT: Westfield Hornsby – NAIDOC Week celebrations, July 2018

Case study: Opportunities

As a vertically integrated business that designs, builds, markets and operates our Westfield centres, we engage and partner with a large number and wide variety of businesses.

As part of our first Reconciliation Action Plan we recognised the opportunity to increase the number of Aboriginal and Torres Strait Islander businesses that could benefit from our procurement processes and as a corporate member of Supply Nation we built relationships with accredited suppliers and subcontractors across our business.

Matthew Fisk, RAP Working Group Chair, says “Our membership with Supply Nation is significant to our business.

“It allows us to easily identify and connect with businesses that offer the services we require – which can be extremely wide ranging from office supplies to traffic management experts – and do this with the confidence that they are genuinely Indigenous-owned businesses.

“Over the past three years, we have developed some key supply partner relationships with businesses we have been introduced to via Supply Nation. This is a win win because we simultaneously build a great business partnership that delivers on our procurement needs, while also supporting the traditionally underutilised Indigenous business sector.”

Shusai

Shusai is a Supply Nation accredited company that is a long-standing Scentre Group partner.

Providing traffic management services and security, Shusai has been an essential subcontractor on many of our major development projects in New South Wales in recent years, including Westfield Sydney, Westfield Warringah Mall and, most recently, Westfield Kotara.

Matt continues, “Our relationship with Shusai is based on the fantastic, reliable services that they always provide us with. They are a trusted and highly-regarded business partner of ours. The fact that it is an Indigenous-owned business is an important benefit that adds another significant dimension to our relationship.

“Having Supply Nation facilitate business introductions allows us to maximise the number of procurement relationships we are able to build in the Indigenous business sector by identifying appropriate businesses for us.

“While we have nurtured some existing partnerships, we will seek to increase internal awareness of our Supply Nation membership during this RAP to increase our spend with Indigenous businesses.”



‘Uriarra’ (run to the feast)

Lynnice Church, 2018

Ngunnawal, Wiradjuri and Kamilaroi Tribe ACT/NSW

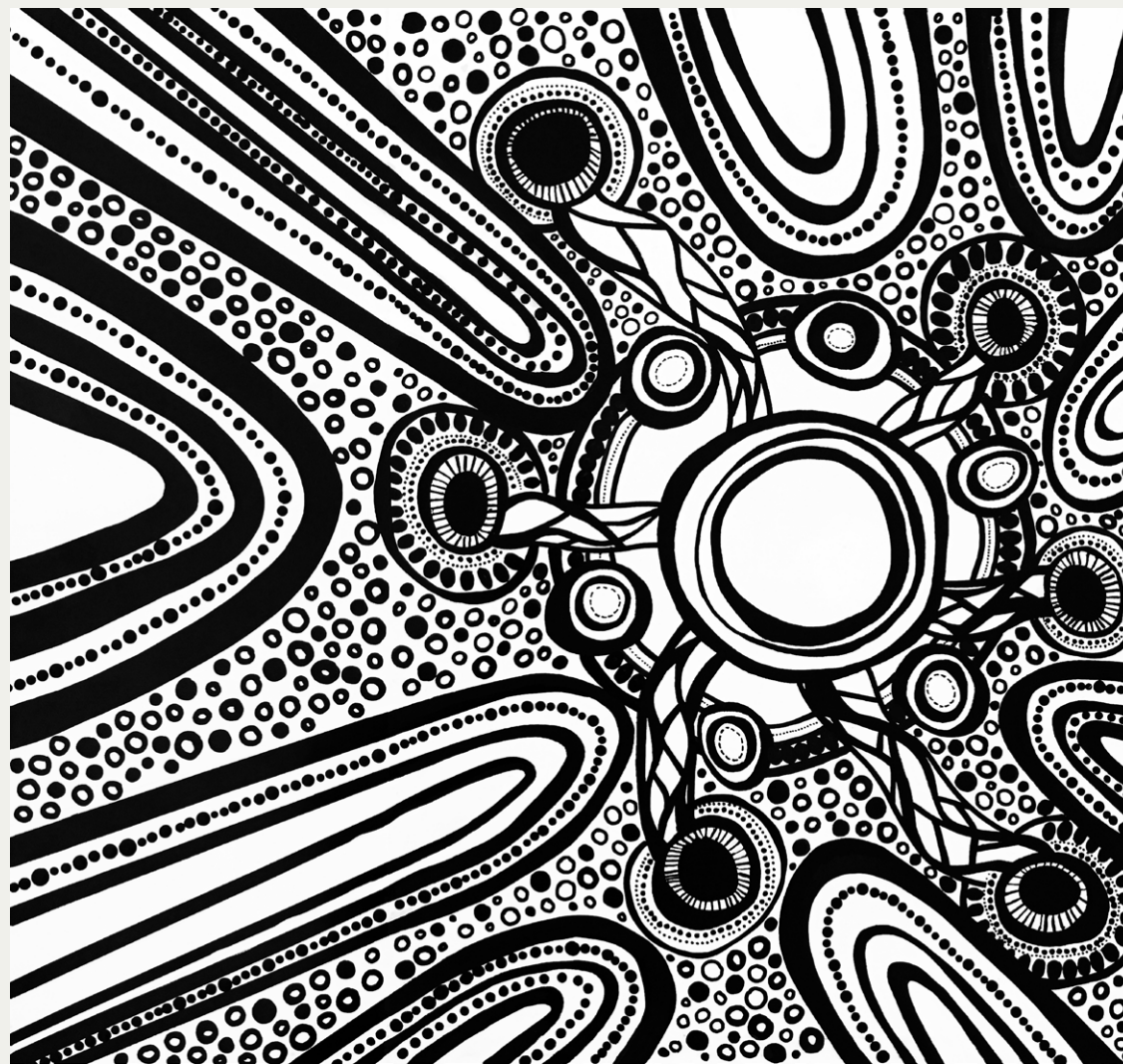
Canberra is known in Ngunnawal language to mean ‘meeting place’, and was a central meeting place for the Traditional Custodians, the Ngunnawal, and the surrounding tribes.

These tribes included the Gundungurra to the North, Yuin to the East, Wiradjuri to the West, Walgalu to the South West along the mountain ranges, and Ngarigo to the South.

Every year, when the bogong moth migrated to the rocky crevices in the ranges, the tribes would come together for ceremony, lore, trade, marriage and feasting.

The artwork depicts the central meeting place at the heart, with people sitting around. The outside circles and it’s pathways symbolise the different tribes, clans and communities’ journeys to the meeting place. The outside arches represent the mountains and ranges, that have been used as pathways to Canberra between all the tribes.

To this day, many descendants share this story and the importance of connection, celebration and gathering.



SCENTRE GROUP



For more information about Scentre Group's Reconciliation Action Plan please visit our website [ScentreGroup.com](https://www.scentre.com.au) or email us at: CorporateAffairs@ScentreGroup.com