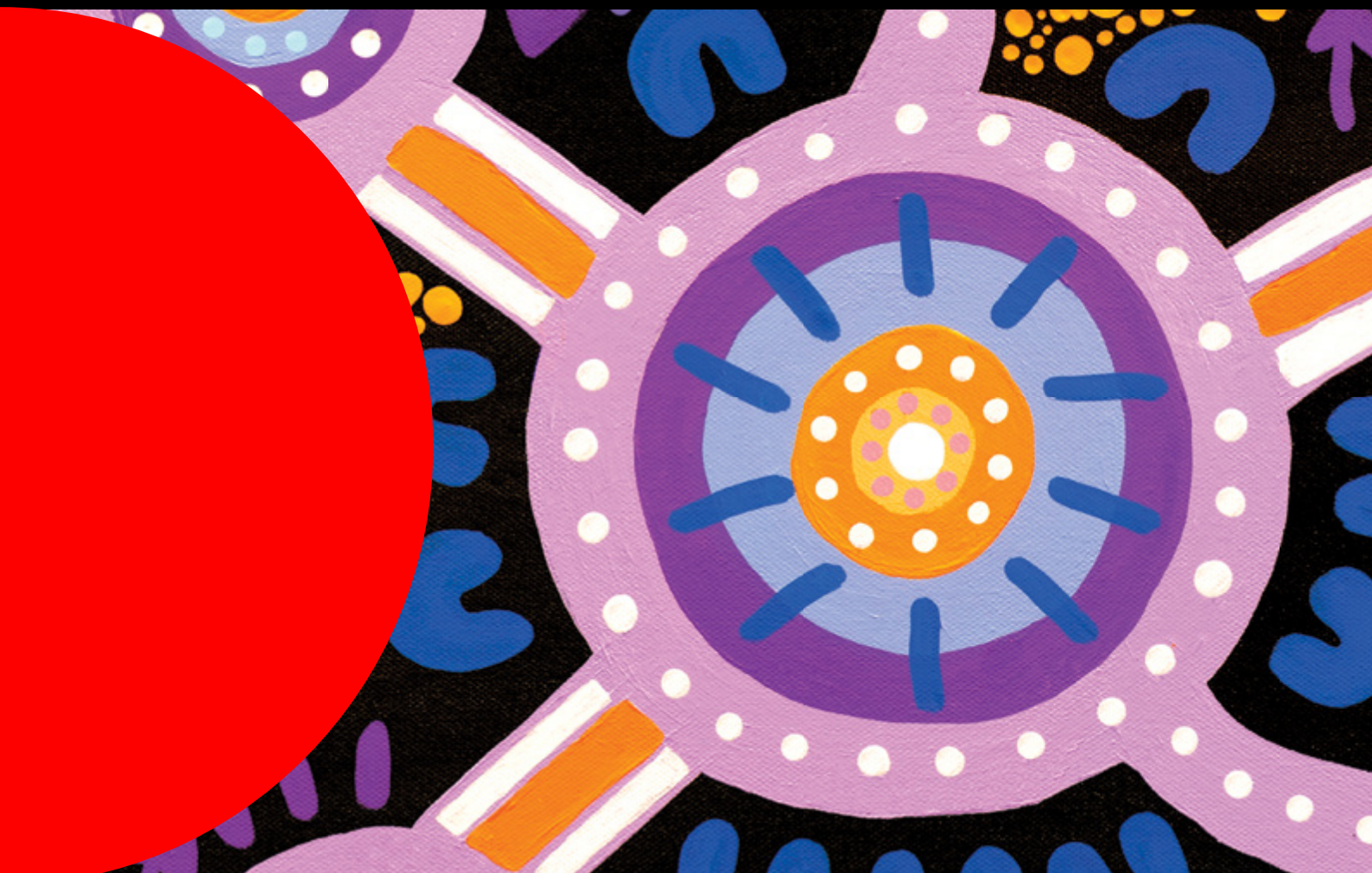


VICTORIAN
CONVENTION AND
EVENT TRUST



Reflect Reconciliation Action Plan

July 2026 – December 2027



The Victorian Convention and Event Trust (VCET) is the proud operator of Melbourne Convention and Exhibition Centre (MCEC) and Nyaal Banyul Geelong Convention and Event Centre (Nyaal Banyul).

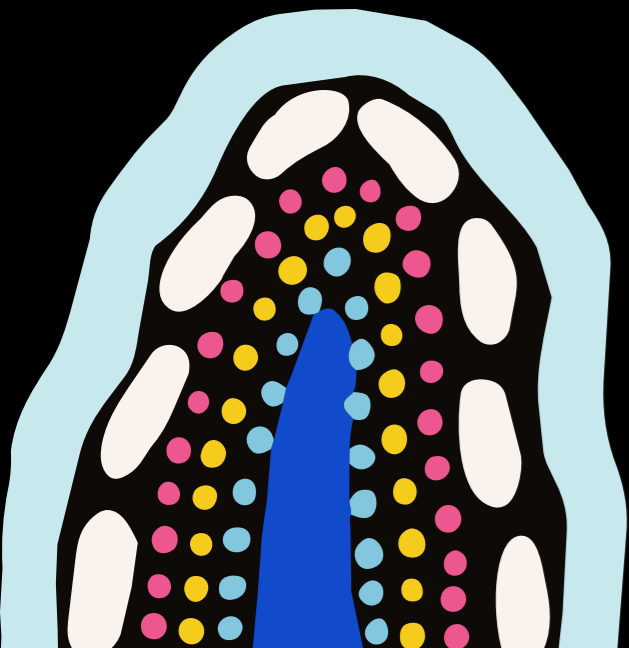
Acknowledgement of Country

We acknowledge the Traditional Owners of the lands on which we operate our venues in Narm and Djilang; the Wurundjeri Woi Wurrung and Wadawurrung peoples. We pay our respects to Elders past and present and seek to honour the long-standing tradition of building community and exchanging ideas on these lands. We extend that respect to the broader Kulin Nations and the Traditional Owners of all First Nations communities across Victoria and Australia.

About the artist

Jenna Oldaker is a Wadawurrung Traditional Owner and Visual Artist based in Ballarat on Wadawurrung Country. She creates artworks under the name Murrup Art – murrup meaning spirit – reflecting the sacred tradition of storytelling told by her ancestors and their spirits.

Her passion is to create each work with its own individual story and meaning, and to share Wadawurrung cultural knowledge and honour Country. Jenna was commissioned to produce *Delama Dja* (Embrace Country) for Nyaal Banyul Geelong Convention and Event Centre.



Artwork name: *Delama Dja* (Embrace Country)
Created by: Jenna Oldaker from Murrup Art

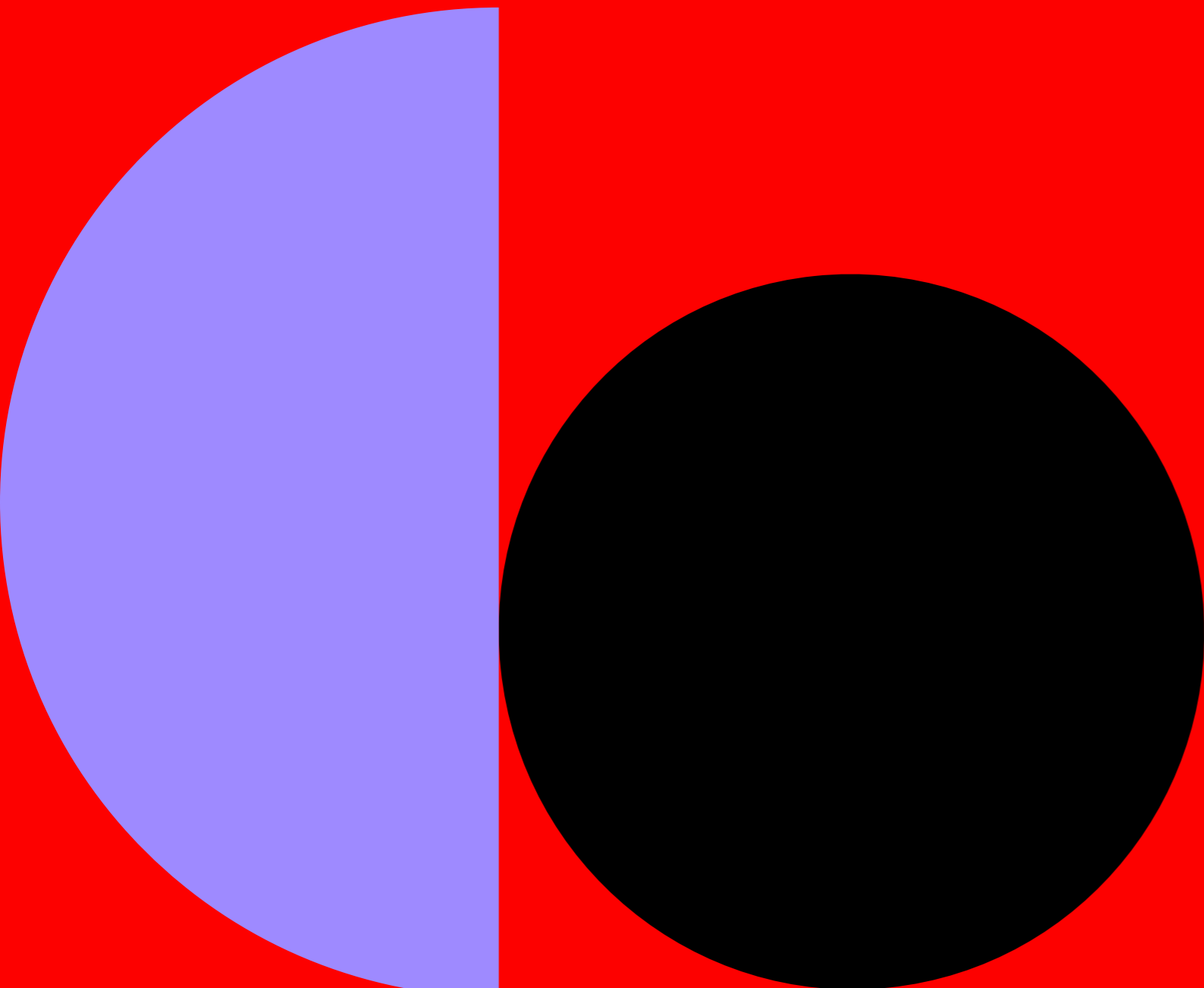
About the artwork

Delama Dja (Embrace Country) celebrates Wadawurrung Country and the enduring connection to land, waterways, and sky. As the water tribe, Wadawurrung people have long lived in harmony with coastal Country, rivers (yaluk), seas (warri), and wetlands, which provided life, knowledge, and sustenance. Bright blue tones throughout the artwork honour water as a source of strength, movement, and connection to Country.

At the centre of the artwork is the meeting place symbol – a space for coming together to share stories and knowledge. Surrounding ‘n’ shapes represent people, family, and community, while flowing journey lines connect all elements, expressing unity with each other, Country, and culture.

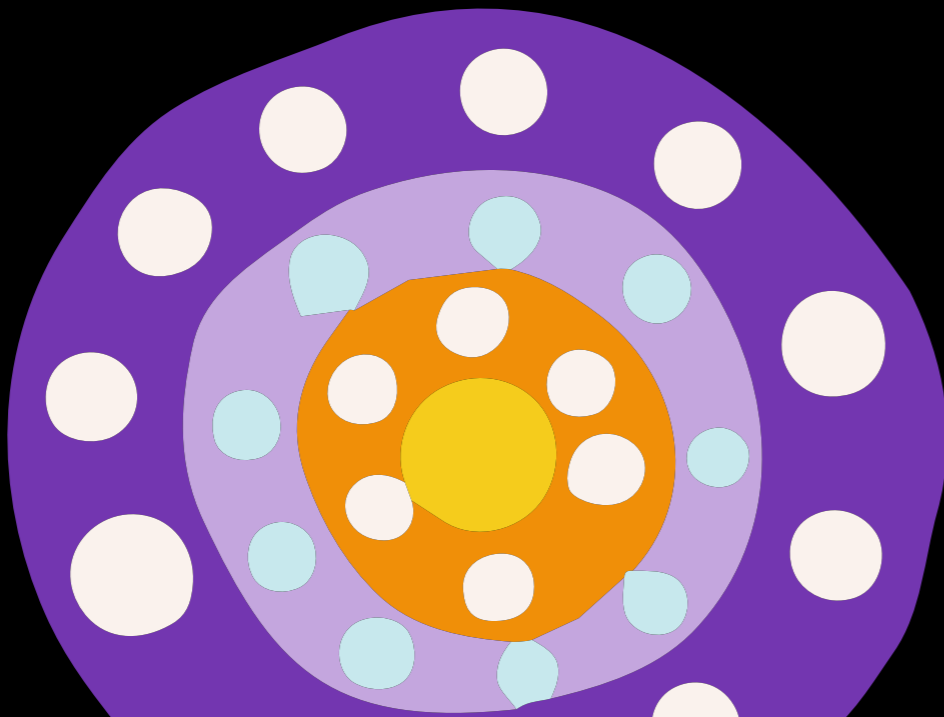
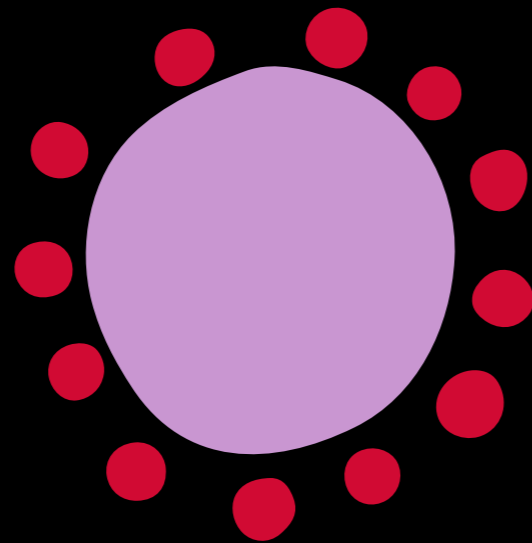
This artwork captures the ever-changing hues of Wadawurrung Country, shifting from the warm orange of sunrise (Pilk Purriyn), to the calming blue of dusk and deep purple of sunset (Tali-talik). These colours embody the life and nourishment the land offers, as the spirits of Wadawurrung Ancestors watch over us, offering guidance from above.

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Message from the Chair and Chief Executive



The Hon. John Brumby AO

Chair
Victorian Convention and Event Trust



Ms Natalie O'Brien AM

Chief Executive
Victorian Convention and Event Trust

We are proud to share VCET's *Reflect Reconciliation Action Plan (RAP)* as part of our ongoing commitment to supporting the self-determination of Aboriginal and Torres Strait Islander peoples. This document forms part of our broader commitment to sustainability, including social inclusion and equity, which ensures our venues are welcoming places for everyone.

We have a deep respect for the oldest continuing cultures in the world and are privileged that both MCEC and Nyaal Banyul stand on sites with prominent histories as gathering places for First Nations peoples. For thousands of years, the Wurundjeri Woi Wurrung and Wadawurrung Peoples have come together to yarn, celebrate, solve problems and pass on knowledge at both sites, aligning to the same purpose we share today.

We recognise that our two venues are at differing stages of reconciliation.

Nyaal Banyul has been developed collaboratively with Wadawurrung Traditional Owners, whom have been instrumental in the Centre's development from gifting its name to contributing to the building's design and brand identity. At MCEC, our relationship with the Wurundjeri Woi Wurrung Traditional Owners is less developed and while there has been some progress, we recognise we have some work to do to achieve the same level of respectful representation and engagement at this venue. In addition, we recognise that MCEC sits on the banks of the Birrarung, a river of significance for many First Nations communities including the Bunurong peoples.

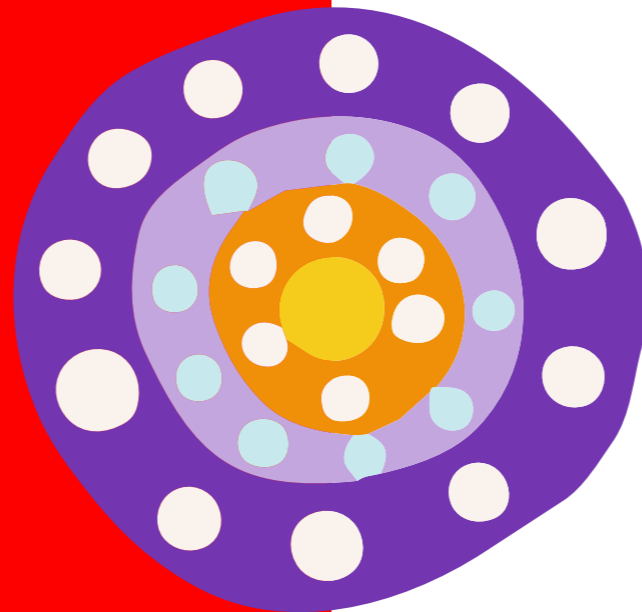
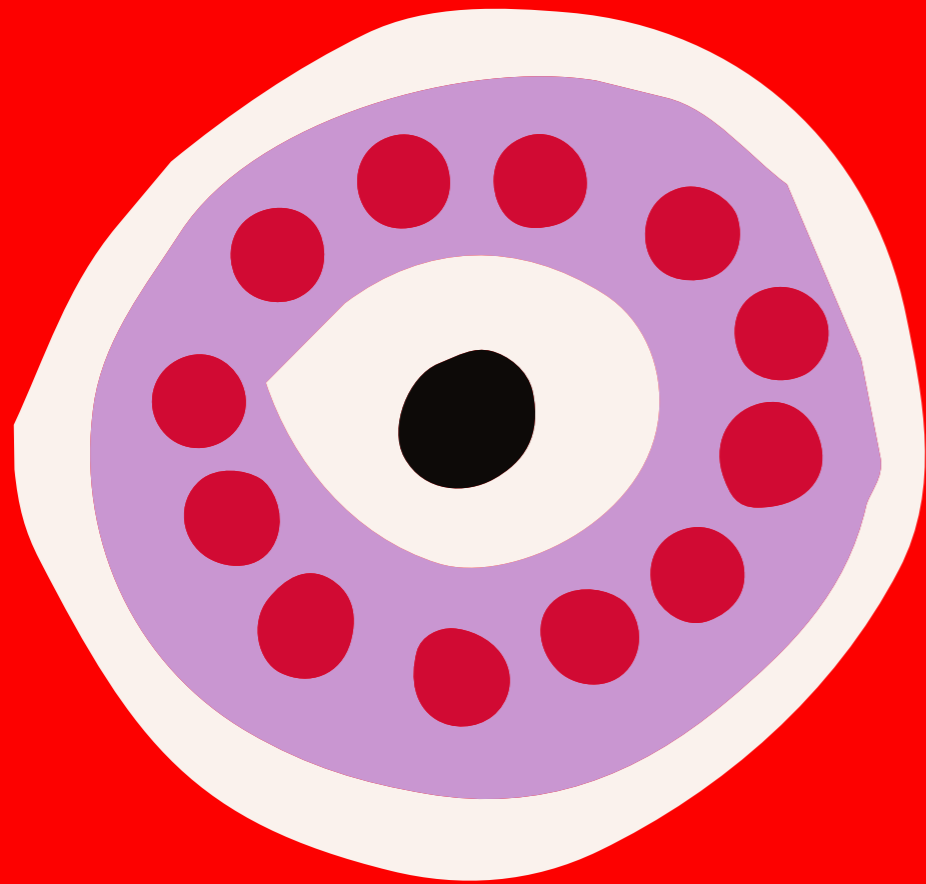
We see this *Reflect RAP* as an opportunity to build the foundational relationships necessary to balance our approach across our venues. We hope to strengthen our existing relationship as we establish our operations in Djilang, and consolidate our relationships in Narrm.

Our reconciliation commitment now holds us accountable for making deliberate and measurable progress not only with the Wurundjeri and Wadawurrung Peoples but for all First Nations peoples who visit our centres.

Through ongoing education, removing systemic barriers, and creating meaningful partnerships, VCET will embed reconciliation into our everyday operations.

This is only the beginning of our reconciliation journey but through these actions, we can create lasting and meaningful change for the communities we serve and support.

Message from the CEO of Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia welcomes Victorian Convention and Event Trust (VCET) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural *Reflect RAP*.

VCET joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This *Reflect RAP* will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

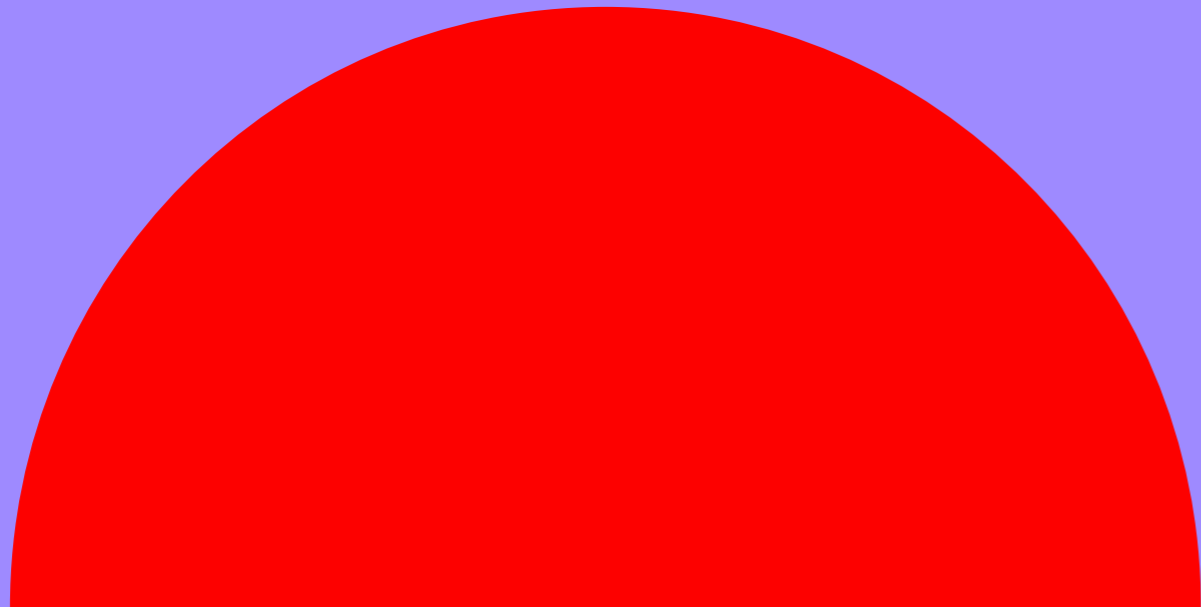
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This *Reflect RAP* enables VCET to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations VCET, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Our Business



The Victorian Convention and Event Trust (VCET) operates the globally recognised Melbourne Convention and Exhibition Centre (MCEC) located in Narm (Melbourne) and Nyaal Banyul Geelong Convention and Event Centre (Nyaal Banyul) located in Djilang (Geelong). In the same way First Nations peoples have done for millennia, our venues hold gatherings and connect communities from near and far.

VCET reports to the Minister for Tourism, and the Minister for Sport and Major Events and is a major contributor to the Victorian economy. Our purpose is to operate welcoming places for people to share ideas, build communities and leave legacies. Across both venues, VCET hosts forward thinkers, interactive exhibitions, business conferences and concerts, amongst many sporting, education and community events.

Our three core values sit at the heart of everything we do. They guide our actions, decisions, and the way we connect to help everyone feel like they belong.

- **One team** - Success comes from working and celebrating together.
- **Own it, do it well** - Raise the bar every time.
- **Respect** - Respect each other and our customers.

VCET employs 304 full time equivalent employees and the full time equivalent of 28 part time and 206 casual employees¹. During peak periods, this can mean up to 1,000 individuals working to support us in delivering events at both MCEC and Nyaal Banyul.

Whilst the number of employees who identify as Aboriginal and/or Torres Strait Islander peoples is currently not known, we will work within the *Reflect RAP* to better understand this. In addition, we commit to improving our approach to talent, recruitment, and employee experience to encourage First Nations peoples to apply for roles at both our venues, and to feel a sense of belonging within the organisation.



¹Figures are full time equivalents (not individual people) as of 30 June 2025.

Our Approach

The *Reflect RAP* aligns to who we are as an organisation. It demonstrates our commitment to fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples, communities, customers, visitors, and employees. By embedding reconciliation across our venues, we're promoting our vision for a shared and positive future.

A RAP keeps us accountable. It helps us continue to identify areas where we can make changes and where we can do better; identifying key actions, goals, and timelines to address social and economic disparities, and support First Nations peoples' self-determination.

Through these commitments we seek to strengthen stakeholder engagement and trust, ensure long-term business sustainability through mutually beneficial relationships with First Nations peoples and businesses, and align our organisational values with broader societal values for reconciliation.

Our RAP is championed by the Chief Strategy and Governance Officer with support from the broader VCET Leadership Team, led by Chief Executive Natalie O'Brien AM.



We've developed our RAP through an intersectional lens. This recognises that people, groups, and communities are more than a singular identity, and interact with a complex range of social and environmental influences.

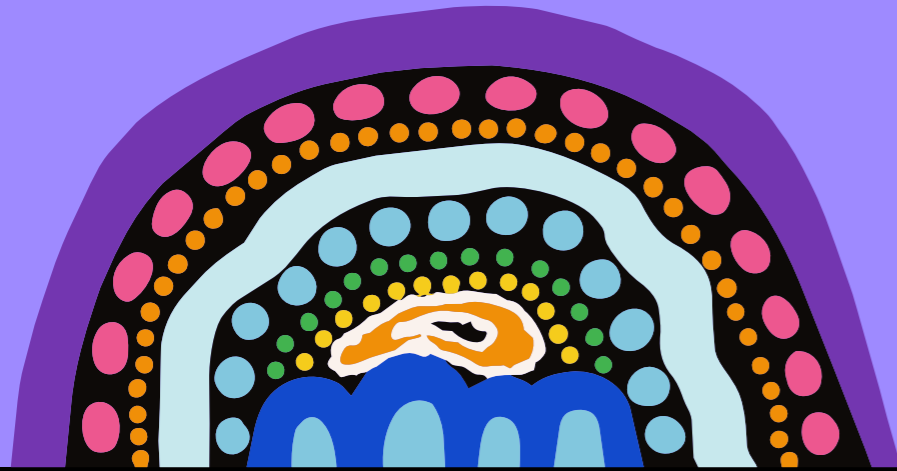
This means multiple and compounding factors can contribute to the barriers First Nations peoples might experience, including access to business relationships, employment, and education opportunities, as well as personal factors like gender, disability, age, sexuality, religion, neurodiversity, and many others.

Recognising these factors, our response to inequality and inequity is organised through a broader commitment to sustainability, including social inclusion and equity. This includes plans like our *Reflect RAP*, Gender Equality Action Plan and Accessibility Action Plan, which support our purpose to be a welcoming place for all.

Our *Reflect RAP* supports meaningful reflection of past and current initiatives so future opportunities can be identified. We seek to centre the voices and lived experiences of First Nations peoples and make changes to our processes, systems, and environment to ensure they're involved throughout our organisational decision making and practice.



VCET's Change Vision for Reconciliation



VCET is committed to respectful, sustainable relationships with First Nations peoples. Relationships based on mutual respect and a collaborative future that acknowledges First Nations peoples' deep and continuous connection to Country spanning at least 65,000 years.

To ensure the success of our *Reflect* RAP, we have aligned and embedded our Reconciliation Journey within VCET's Business Strategy, where every employee is responsible for its adoption through our value of **Respect**.

We're committed to a shared future for all Australians by increasing cultural awareness, and providing ongoing opportunities for learning, collaboration, and truth-telling within VCET and with our customers, visitors, and community.

Our Reconciliation Objectives

This *Reflect* RAP is designed to set the foundations for our reconciliation journey. We acknowledge that whilst there has been much progress across our two venues, there is yet to be a unified approach to reconciliation for VCET.

Through the actions on the following pages, there are three main objectives we are working towards:

Establish meaningful relationships

with First Nations peoples in the areas in which VCET operates – Narrm (Melbourne) and Djilang (Geelong).

Build the foundations

for culturally safe venues and workplaces.

Use our position

as an event and exhibition host to share First Nations cultures with our customers, delegates and the public.

Our Journey to Date

Offered employee education on First Nations sovereignty and reconciliation.

Partnered with THE LUME Melbourne to develop a bespoke menu highlighting First Nations ingredients.

Welcomed Mandy Nicholson, Wurundjeri-willam (Wurundjeribaluk patriline) cultural leader into Victorian Ambassador Network.

Wadawurrung Traditional Owners gifted Nyaal Banyul its name, meaning 'Open your eyes to the hills', and collaborated on venue brand.

Introduced 'Australia Day' leave swap for eligible employees.

Added First Nations representation to the People & Culture Committee of the Trust.

2025 Conference Menu features Blak Brews Native Australian Iced Tea.

VCET Leadership and Wurundjeri Elders meeting explores collaboration opportunities for MCEC.

MCEC sponsors Deadly in Melbourne: A First Nations Business Expo.

Continued cultural awareness training with selected employees.

Hosted 2025 Victorian Aboriginal Elders Summit.

Artwork commissioned for Nyaal Banyul by Jenna Oldaker from Murrup Art, titled Delama Dja (Embrace Country).

Sponsored the Indigenous Runway Project event at MCEC for two consecutive years.

2019-2020

2023

2025

1990s

Procured artworks from Puyurru, Gamilaroi, Marra and Yorta Yorta artists.

2022

Rolled out Acknowledgement of Country wording across venue and digital channels.

2024

Released First Nations Cultural Protocols for employees and customers, developed with input from Traditional Owners Corporations.

National Indigenous Culinary Institute apprentice chef joins MCEC Kitchen team.

Kinaway Chamber of Commerce Platinum membership achieved. MCEC sponsors Kinaway Chamber of Commerce Deadly Expo, First Nation's Business Trade Fair.

2026

VCET's Inaugural *Reflect RAP* published.

First Nations-owned business, Bidja wine, added to MCEC's 2026 beverage menu.

Nyaal Banyul Geelong Convention and Event Centre opens.

Nyaal Banyul hosts NAIDOC week event within its opening week.

Action Plan



Relationships



Action	Deliverable	Completion	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and/or Torres Strait Islander stakeholders and organisations	Identify Aboriginal and/or Torres Strait Islander stakeholders and organisations within our local area and sphere of influence.	December, 2026	Manager, Sustainability & Impact
	Research best practice and principles that support partnerships with Aboriginal and/or Torres Strait Islander stakeholders and organisations. This would build on existing First Nations cultural protocols, available publicly.	April, 2027	Manager, Sustainability & Impact
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May, 2027	Chief Strategy & Governance Officer
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2027	Sustainability & Impact Specialist
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2027	Chief Strategy & Governance Officer Sustainability & Impact Specialist
Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all employees.	July, annually	Chief Strategy & Governance Officer Manager, Sustainability & Impact
	Promote and support employee utilisation of: a) VCET's 'Australia Day' Leave Swap b) Volunteer Leave Days	a) December, annually b) May, annually	Chief People Officer Manager, Sustainability & Impact
	Identify external stakeholders that VCET can engage with on our <i>Reconciliation Journey</i> .	December, 2026	Manager, Sustainability & Impact
	Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our <i>Reconciliation Journey</i> .	September, 2026	Manager, Sustainability & Impact
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June, 2027	Head of People, Partnering & Services Manager, Organisational Development
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December, 2027	Head of People, Partnering & Services

Respect



Action	Deliverable	Completion	Responsibility
Increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Develop a business case for increasing understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	December, 2026	Manager, Organisational Development
	Conduct a review of cultural learning needs within VCET and across all organisational levels.	June, 2027	Manager, Organisational Development
	Expand cultural learning and capability across all organisational levels and venues through an online learning module.	June, 2027	Manager, Organisational Development
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within VCET's operational areas.	June, 2027	Manager, Sustainability & Impact
	Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June, 2027	Manager, Sustainability & Impact
	All external presentations by VCET employees must include an Acknowledge of Country and Traditional Owners	June, 2027	Leadership team
	Include a Welcome to Country for at least one Town Hall every calendar year.	December, annually	Manager, Corporate Affairs
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our employees about the meaning of NAIDOC Week, including through use of digital signage at our venues .	June, 2027	Chief Strategy & Governance Officer General Manager Marketing
	Promote and encourage employee attendance of NAIDOC external events in our local area.	June, 2027	Sustainability & Impact Specialist
	RAP Working Group and representatives from the Leadership Team to participate in an external NAIDOC Week event.	First week in July, annually	Chief Strategy & Governance Officer Sustainability & Impact Specialist

Opportunities



Action	Deliverable	Completion	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June, 2027	Head of People, Partnering & Services
	Build understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.	June, 2027	Head of People, Partnering & Services
	Explore avenues to engage with First Nations Traditional Owners Corporations' and their networks to encourage First Nations participation in the application process.	December, 2027	Head of People, Partnering & Services
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses in line with the Victorian Public Service (VPS) Social Procurement Framework.	December, 2026	Procurement Manager
	Investigate <i>Supply Nation</i> membership, and the continuation with <i>Kinaway Chamber of Commerce</i> as a Platinum Corporate Partner.	April, 2027	Procurement Manager

Governance



Action	Deliverable	Completion	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	September, 2026	Manager, Sustainability & Impact
	Draft a <i>Terms of Reference</i> for the RWG.	September, 2026	Manager, Sustainability & Impact
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	June, 2027	Manager, Sustainability & Impact
Provide appropriate support for effective implementation of RAP commitments.	Define existing and future resource needs for RAP implementation.	December, 2026	Manager, Sustainability & Impact
	Engage the Leadership Team and Senior Leaders in the delivery of RAP commitments and ensure appropriate Sponsorship from LT for successful delivery.	February, May, August and December, annually	Sustainability & Impact Coordinator Chief Executive Officer
	Maintain a Senior Leader to champion our RAP internally.	June, annually	Chief Strategy & Governance Officer
	Define appropriate systems and capability to track, measure, and report on RAP commitments.	December, 2026	Manager, Sustainability & Impact
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	Manager, Sustainability & Impact
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Manager, Sustainability & Impact
	Consult First Nations representative on P&C Committee of the Trust annually on progress.	October, 2027	Manager, Sustainability & Impact
	Communicate our RAP progress to internal and external stakeholders.	October, 2027	Manager, Sustainability & Impact
Continue our Reconciliation Journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September, 2027	Manager, Sustainability & Impact



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Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC) Narrative Story, 2023	25

For public enquiries about our RAP,
please contact

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vcet.com.au

Wurundjeri Woi Wurrung Country

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**VICTORIAN
CONVENTION AND
EVENT TRUST**

Our venues



**MELBOURNE
CONVENTION
EXHIBITION
CENTRE**



**NYAAL BANYUL
GEELONG CONVENTION
AND EVENT CENTRE**