



Innovate Reconciliation Action Plan

December 2024 to
December 2026

Vicinity Centres acknowledge the Traditional Custodians of the land and pay respect to Elders past, present and emerging. As a business that operates across many locations across the nation, we recognise and respect the cultural heritage, beliefs and relationship with the land, which continue to be important to the Traditional Custodians living today.



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Acknowledging our Contributing Partners



Indigenous Cultural Connections

Vicinity Centres has engaged Seona James, Managing Director of Indigenous Cultural Collections Pty Ltd, to support the ongoing journey of reconciliation within the business. Indigenous Cultural Connections is a 100% Aboriginal owned, female-led company specialising in cultural consulting, advisory and training services. Seona is a member and Co-Chair of Vicinity Centres' RAP Working Group, and has guided the development of this RAP document.

A Yorta Yorta woman from Shepparton in regional Victoria, Seona has dedicated the last 30 years working across the public and private sector in Indigenous focused roles. The many positions she has held, and her personal impact as a role model, has generated significant social and economic opportunities and led to greater equity for Aboriginal and Torres Strait Islander businesses and communities.



Printing with Purpose

The printing and production of this RAP document has been undertaken by Printing with Purpose (PWP). An Aboriginal female-owned and managed printing manufacturing firm, formed as a 100% Aboriginal Social enterprise, PWP's staff have over 30 years combined experience offering printing services for a wide range of print, design and communication media.

Vicinity Centres is proud to partner with PWP, and helps support their mission to provide a wide range of employment and training pathways for Aboriginal and Torres Strait Islander people, while offering customers high-quality print services.



Carbon Creative

Carbon Creative is a First Nations owned and run social change creative agency whose mantra is "we make good for people who want to make change".

Vicinity Centres has entrusted Creative Creative to design and produce this RAP, working with artwork created by Kaanju, Kuku Ya'u, Girramay artist Emma Hollingsworth.



Supply Nation

Supply Nation has a vision of a vibrant and sustainable Indigenous business sector. It is an Australian leader in supplier diversity, connecting the biggest national database of Aboriginal and Torres Strait Islander businesses with Australia's leading organisations.

As a member of Supply Nation, Vicinity Centres is engaging with more Indigenous suppliers, helping to build a prosperous Indigenous business sector by procuring from businesses where our spending will have a positive impact.



Message from
Our CEO and Managing Director

At Vicinity, we believe in celebrating diversity and recognising the achievements and culture of First Nations Australians. We're committed to contributing to reconciliation in Australia in meaningful ways, and since launching our first RAP in 2017, we've progressed reconciliation within our workplace, our assets across Australia and more broadly with our partners and in the community.

As part of shaping meaningful places where communities connect, it's important we recognise the Traditional Custodians of the lands on which we live and work, and respect their cultural heritage, beliefs and relationship with the land. We continue to build meaningful connections with local First Nations groups, whether it's through hosting Indigenous business expos, supporting local organisations and programs to engage youth, or amplifying Reconciliation Australia's campaigns across our media screens and digital assets.

Coming together to celebrate the culture and heritage of Aboriginal and Torres Strait Islander communities around National Reconciliation Week and NAIDOC Week have become important dates in our calendar, both internally and within the community, amplifying these campaigns to thousands of customers daily through our 50+ shopping centres through digital support and with our 1,300 team members as well.

But it's the ways we recognise First Nations peoples, their stories and cultures and support their businesses outside of these dates that matters most. Our local teams support grassroots initiatives and groups, undertake great community activations and build collaborative relationships with local First Nations groups.

Thousands of people visit our centres every day to work, shop, dine and play and I'm proud of our commitment to actively promoting reconciliation and building on our progress in our Innovate Reconciliation Action Plan 2024–2026.

Peter Huddle
*Chief Executive Officer & Managing Director
Vicinity Centres*



Message from
Reconciliation Australia

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

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

With 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. Vicinity Centres 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 Vicinity Centres will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Vicinity Centres 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 Vicinity Centres 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, Vicinity Centres will ensure shared and cooperative success in the long-term.

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

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

Karen Mundine
*Chief Executive Officer
Reconciliation Australia*



LOOKING FORWARD

This artwork as a whole represents looking forward to the future. The past has been rife with pain and discrimination, but Vicinity Centres will actively take steps to make their centres a place where all feel safe and welcome.

The artwork signifies how Vicinity Centres is a place of community, progression and inclusivity. The large circles in the artwork signify the community and the many shopping centres. These are places that welcome all, no matter who they are. The lines that connect these are journey lines. These signify the journey that Vicinity is on to be a wholly inclusive, progressive and respectful place for First Nations and non-First Nations people alike. It also represents the journey that people make to come into these centres. The 'U' shapes represent the people and how we all come together for a common purpose in these places. The small circles are the trees which represent growth and the land. The curved lines are rainbows which signify hope. The sun symbol represents happiness. The artwork also pays homage to the traditional peoples' lands on which the centres sit and it signifies that the land always was and always will be Aboriginal land.

The artwork featured in this RAP document has been created by Kaanju, Kuku Ya'u, Girramay artist, Emma Hollingsworth. Her beautiful and intricate work has been incorporated into this and other Vicinity Centres documents, signage and posters in a number of different culturally appropriate ways, reflecting the multiple layers and stories of community, inclusivity and progression the artwork represents.

About the Artist

Emma Hollingsworth is a Kaanju, Kuku Ya'u, Girramay woman who grew up in tropical Far North Queensland. She now operates in Meanjin (Brisbane) out of her home studio. Her work is a reflection of her heritage and her culture, and she uses vibrant colours and designs to pay homage to her youthfulness blending with her ancient culture. Her work tells her own story of a young Indigenous woman growing up and paving a path in a modern world, and all of the trials and tribulations that go in hand with that.



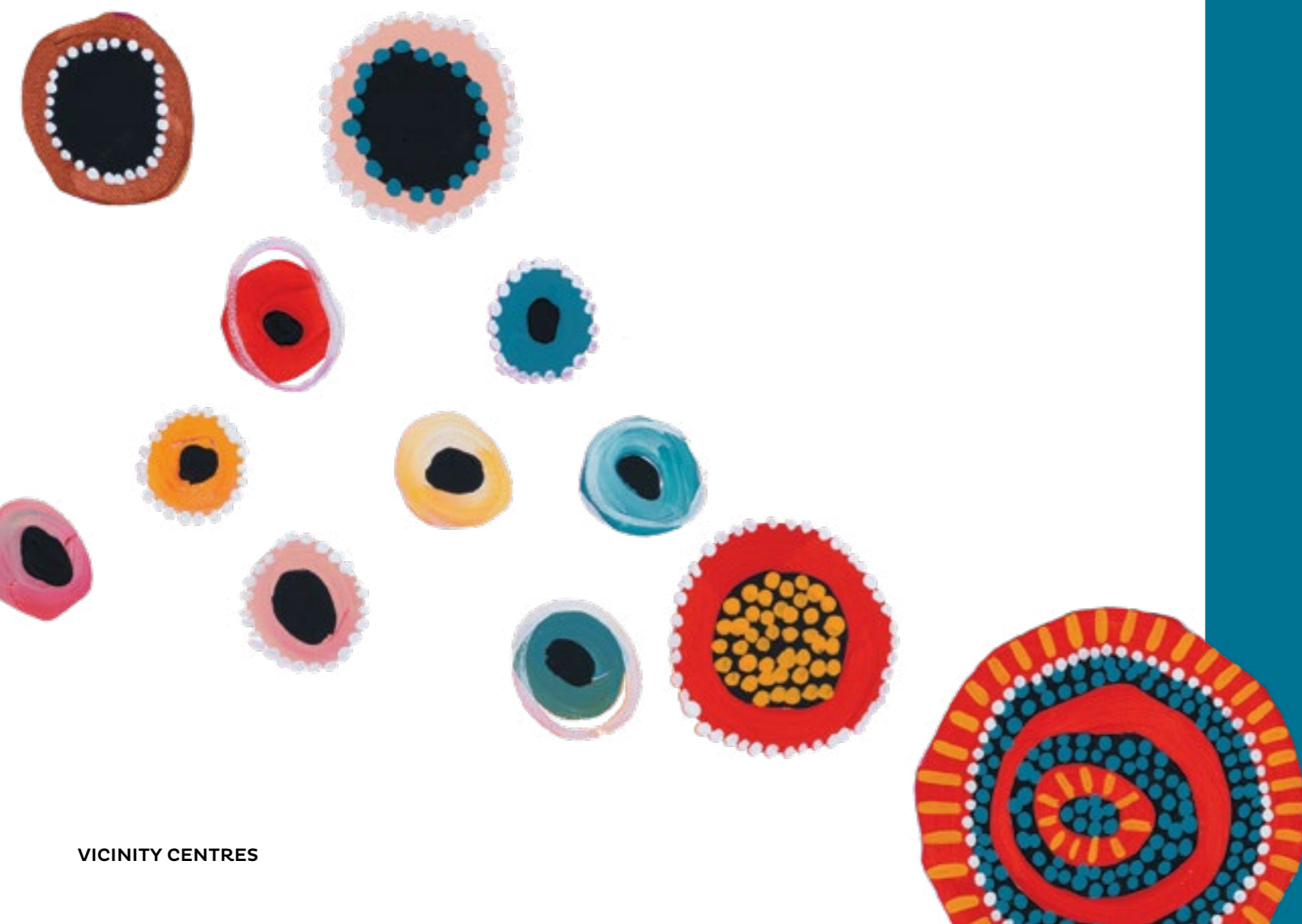
Our Business

Vicinity is one of Australia’s largest retail-led property groups. We own and manage some of the most well known and loved retail destinations across Australia.

From small community shopping centres to world-class destination centres such as the iconic Chadstone Shopping Centre in Melbourne and Queen Victoria Building in Sydney, our centres have been serving their communities for as long as 60 years. We are guided by our purpose to shape meaningful places where communities connect.

Our National Office is in Melbourne, Australia, with state offices in Sydney, Brisbane, Adelaide and Perth. We employ approximately 1,300 people across our centres and corporate offices nationwide.

Our vision is to prosper with our people and communities by creating Australia’s most compelling portfolio of retail-led destinations.



RAP VISION

Vicinity’s purpose is to shape meaningful places where communities connect. As asset creators and owners, we recognise our role in creating places where Aboriginal and Torres Strait Islander peoples, cultures, traditions and businesses are deeply appreciated, genuinely welcomed and actively encouraged.

Our vision for reconciliation is an equitable and prosperous future for First Nations peoples in Australia. We aim to create welcoming, inclusive and safe places for First Nations peoples both in our centres and in our workplaces and are committed to making meaningful contributions towards a reconciled Australia.

In this next stage of our reconciliation journey, we will focus on continuing to strengthen our relationships with Traditional Owners in each of our local areas, engaging in meaningful collaboration, raising awareness and empowering our people and those in our community to contribute to reconciliation, as we all have a part to play.

We seek to learn from the voices of First Nations peoples and to promote education, awareness and relationship building amongst our team members. We use our reach to connect our community with those voices.

Our centres across Australia are places where communities connect, and with our team members, partners, customers and the community, we have an opportunity to acknowledge the culture of First Nations peoples, celebrate their connection to

Country and actively contribute to an equitable and prosperous future for First Nations peoples in Australia. Place making, community impact, diversity and inclusion are material ESG topics for Vicinity and our RAP is an integral part of our Diversity, Inclusion and Belonging strategy.

Whether it’s learning and sharing unique local stories through art, amplifying the voices of First Nations peoples or creating pathways and programs for the next generation, we look to a future where all Australians respect and acknowledge Aboriginal and Torres Strait Islander peoples and their Elders. Together we will prosper with our people and communities to shape assets that celebrate the shared history and stories of Australia.

Reconciliation Australia’s vision of national reconciliation is based on five critical dimensions: race relations, equality and equity, institutional integrity, unity and historical acceptance.

These five dimensions do not exist in isolation; they are interrelated, and we acknowledge that we can only progress towards our goal of full reconciliation through taking significant steps to advance all five.

Progress on our Reconciliation Journey

Our reconciliation journey commenced in 2017, launching our first RAP in 2018 (Reflect) and our second and third RAPs (Innovate) in 2019 and 2022 respectively.

We report on our progress at least every six months to our Executive Leadership Team, chaired by our Chief Executive Officer, as well as to our Risk, Compliance and ESG Committee chaired by a member of our Board, and to all team members via our intranet, The Loop.

One of our biggest growth areas is our team members' commitment to and participation in our reconciliation journey. More than 540 team members have built their cultural capability by completing Arrilla training programs (as at 30 June 2024), and delivering meaningful Acknowledgements of Country has become part of our regular agendas.

Through our Innovate RAP, we have been celebrating local cultures and stories, reflected through art collaborations with local artists, including Wiradjuri artist, Karen Lee Mungarrja at Northland and other local artist collaborations at Bayside, Elizabeth, and Warwick Grove.

Building connections and growing our partnerships

We've built strong connections with Traditional Owners, and planned local reconciliation initiatives, particularly in WA through establishing the WA Aboriginal Advisory Group with the support of Wonnil Partners. We've provided opportunities to connect with culture and spend time on Country through initiatives such as Follow the Dream programs and Yanchep cultural camps in 2023 and 2024.

Growing our community partnership with SEDA Group, we've facilitated educational outcomes and employment pathways for Aboriginal and Torres Strait Islander secondary school students. This follows our collective fundraising across twelve participating centres, with proceeds providing for eight Aboriginal and Torres Strait Islander student scholarships.

Supporting Aboriginal and Torres Strait Islander employment

In February 2024, we conducted our annual Employee Experience Survey which identified we have six Aboriginal and/or Torres Strait Islander team members.

We recognise the challenges we have in addressing and bridging employment gaps for Aboriginal and Torres Strait Islander peoples to join our business, acknowledging that social change takes time and commitment. We also recognise the opportunities we have in aspiring to become an employer of choice for Aboriginal and Torres Strait Islander peoples.

Aboriginal and Torres Strait Islander procurement

We exceeded our FY23 and FY24 growing Aboriginal and Torres Strait Islander procurement targets, building on our relationships with Wilco Electrical, ARA Indigenous Services and Muru Office Supplies. Engaging First Nations businesses for goods and services has a positive social impact and lasting effect on First Nations communities and we look forward to further embedding engagement of Aboriginal and Torres Strait Islander suppliers during tender processes across the business.



Our RAP Governance

Our RAP Working Group, which has the endorsement and support of our Executive Leadership Team and Board, is championed and co-chaired by Melissa Clarkson, Vicinity’s General Manager Sustainability & ESG, and Seona James, Yorta Yorta woman and Managing Director Indigenous Cultural Connections Pty Ltd. The co-chairing structure of our RAP Working Group reflects our inclusive and respectful approach of reconciliation.

Our RAP Working Group is made up of passionate people from across our business who bring diverse perspectives to our reconciliation journey. With representation from People & Organisational Development, Sustainability, Procurement, Communications and importantly, our assets, the Working Group is well positioned to implement deliverables in a way that is relevant and meaningful. For some members, participation in the Working Group strongly aligns with their roles, skills and expertise. Other members are passionate about reconciliation and are willing to make a difference and champion reconciliation within the business. Both are key to progressing our RAP. We are actively encouraging Aboriginal and Torres Strait Islander team members to join the Working Group as our reconciliation journey continues.

All team members receive regular updates on our RAP progress through our internal communications channels including our intranet (The Loop) and company Town Halls. We also encourage those in the RAP Working Group and beyond to regularly share learnings and experiences via our RAP social channel on The Loop.

Given the momentum to advance reconciliation in our communities in WA, we started an Aboriginal Advisory Group in WA supported by Wonnii Partners. This pilot initiative has led to more activities undertaken at local centre level and resulted in multiple benefits to local Aboriginal and Torres Strait Islander peoples as well as Vicinity team members.

Throughout the establishment of our WA Aboriginal Advisory Group, we utilised the cultural advisory services of Wonnii Partners, Seona James (Indigenous Cultural Connections Pty Ltd) and Jason Williams (Earth x People Pty Ltd) on our RAP Working Group.

External Advisors



Seona James

Yorta Yorta Nations and Managing Director – Indigenous Cultural Connections Pty Ltd – Co-Chairperson



Jason Williams

Wilman Noongar and Director Earth x People Pty Ltd

RAP Working Group Members



Aaron Bennett

Centre Manager, Rockingham



Adam Hancock

Regional Operations Manager, WA



Andrea Shabrokh

Sustainability Advisor



Darren Stock

Project Director, Development



Dean Jones

National Retail Design Manager



Elizabeth Loads

Head of Business Partnering – Corporate



Georgia McDavitt

Talent and OD Advisor



James Morgan

Sustainability Advisor



Jo Riley

National Workplace & Travel Manager



Karen Woo

Sustainability Manager Community



Kally Zois

Procurement Manager



Melissa Clarkson

General Manager, Sustainability & ESG – Co-Chairperson



Nicole Quinlan

Guest Experience Manager, Northland



Sami Yates

Corporate Communications Manager

CASE STUDIES



Case Study

ELIZABETH, SA ART PROJECT BY ELIZABETH CLOSE

Incorporating Indigenous stories with practical wayfinding at Elizabeth City Centre

Elizabeth City Centre is proud to present new node banners, which combine Indigenous storytelling with contemporary design elements and iconic landmarks. The overarching goal was to narrate stories and stir memories by fostering a connection with the land and its places. The coloured banners have been updated to reflect the local landmarks and stories of South Australian regions, marrying Indigenous meanings with modern design.

Collaborations were formed with local artist Elizabeth Close, an Anangu woman from the Pitjantjatjara and Yankunytjatjara Language Groups, and Ryan Turner, a local graphic designer from Malicious Delicious, to bring this vision to life. The first phase involved Elizabeth City Centre crafting four exquisite original artworks, one for each node, while preserving the original colour palette.

An important element to the centre team was to showcase the identity of the regions by both traditional Country name and their commonly known locality. The result of this collaboration is four exceptional permanent displays which entwine cultural history and pay homage to our diverse local regions.

The artwork represents four regions: the hills of the Barossa Valley (Ngadjuri, Kurna and Peramangk Country) with gum leaves, native plants and seed pods; the Flinders Ranges (Adnyamathanha Country) with shapes paying homage to the area's raw beauty; shapes referencing the gateway to the Yorke Peninsula (Narungga Country); and Elizabeth (Kurna) acknowledging the area's industrial local landscape, current and past. The artwork represents four regions: the hills of the Barossa Valley (Ngadjuri, Kurna and Peramangk Country) with gum leaves, native plants and seed pods; the Flinders Ranges (Adnyamathanha Country) with shapes paying homage to the area's raw beauty; shapes referencing the gateway to the Yorke Peninsula (Narungga Country); and Elizabeth (Kurna) acknowledging the area's industrial local landscape, current and past.

Artist bio

Elizabeth Yanyi Close is an Anangu woman from the Pitjantjatjara and Yankunytjatjara Language Groups, whose family links are to the communities of Pukutja and Amata in the APY Lands. Elizabeth was born in Adelaide and grew up in outback SA, so was a natural fit to use her art to share stories from her Country with the community.



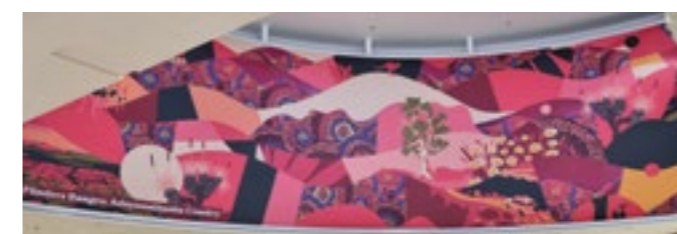
Barossa Valley: Ngadjuri, Kurna & Peramangk Country

Shapes referencing the hills of Barossa wineries, gum leaves, native plants and seed pods.



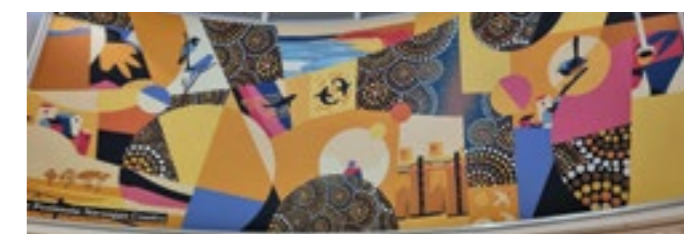
Elizabeth: Kurna Country

Shapes referencing the acknowledgement of our industrial local landscape, current and past.



Flinders Ranges: Adnyamathanha Country

Shapes paying homage to the raw beauty of the Flinders Ranges.



Yorke Peninsula: Narungga Country

Shapes referencing the gateway to the Yorke Peninsula.

Case Study

NORTHLAND, VIC ARTWORK BY KAREN LEE MUNGARRJA

As part of our commitment to recognising the rich history and culture in the Northland community, five unique artworks were commissioned by artist Karen Lee Mungarrja as part of the *All Are One* series.

The project, which was two years in the making, was a true community collaboration, with Wurundjeri Elders, Aunty Julieanne and Aunty Gail involved from the beginning, to understand the unique history and stories of the local area, which Northland’s Art Consultant, Catherine Asquith, explained was essential to the commission of the art series.

Wiradjuri artist, Karen Lee Mungarrja, was selected by a diverse panel which included Aunty Julieanne and Aunty Gail, with the suite of works telling multi-layered stories that explore Aboriginal culture and the unique diversity of the Darebin community. The five pieces explore themes of individuality, community, sustainability, hope, and understanding.

Karen said, “Using an integrated approach to the brief I have endeavoured to create visual stories that not only celebrate the attributes of the people that use the space but represent the ideas in relation to the social and environmental consciousness of the community and the importance of respecting each other and sharing Aboriginal culture.

In planning the artworks, I have also taken into consideration the structural aesthetics, the spaces for which the artworks sit and their relevance to the surrounds. A continuing story. The muted backgrounds on artworks are a representation of Wurundjeri country and uses symbols of meeting, water to stand, hills/mountains. These backgrounds provide an organic contrast to the bold contemporary compositions and represent the history of the land. Underpinning each artwork is a representation of the importance of acceptance, social and environmental consciousness and the development of the community for future generations.”

Artist bio

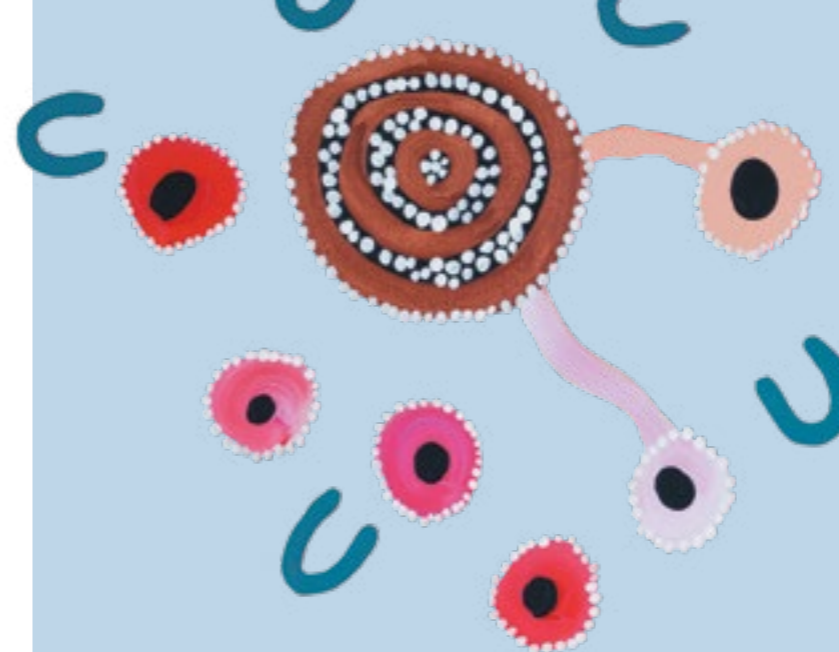
Living and working on Darug country in Penrith, New South Wales, Karen Lee (Mungarrja) is a Wiradjuri (peoples of the three rivers) artist of the Tubba-Gah clan, Dubbo NSW. In Indigenous culture, traditional names are given by elders. ‘Mungarrja’ meaning ‘mountain’, was given to Karen by her Uncle Michael Gararroongoo Huddleston, a Roper River elder.

As a mature-aged student undertaking her Bachelor of Arts (Curtin University), Karen was exposed to many styles, concepts and thematic interest, and it was during this formative time, that she began to focus on the concept of ‘memory’, which has since developed into the underlying theme of her practice: exploring the connection between landscape and memory and more specifically, the remnants and traces left in environments either in a physical form or as emotion.



I will see you *Ngaagirridhunyal (Wiradjuri)*

A story of acceptance and respect. A celebration of our individuality and joining together to respect and embrace each other to make a better world for ourselves and the children of the future.



Share with us *Bundyi (Wiradjuri)*

A story of sharing food, gathering and food sustainability. Wurundjeri peoples caught fish and eel and gathered seeds using hand woven baskets, dilly bags and fishing nets. Society is progressively rethinking the ways we not only address food waste but how we think about packaging and the impact it has on our environment.



Place of plenty *Dalman (Wiradjuri)*

A story of how we use natural resources and the land. As a society we are becoming more environmentally conscious about our waste and how we can use our natural resources. Natural resources in Aboriginal culture: feathers, nuts, seeds, grasses and even hair were used in Aboriginal clothing, jewellery and utility items such as baskets and bags.



Message *Dhurany (Wiradjuri)*

A story of who we are is ephemeral, as we grow and experience the world around us, we find our place, our community, our people. It is a message of strength and embracing and respecting each other no matter of what our material wealth is or where we come from.



Stand in one's own light *Wun-di-rra (Wiradjuri)*

A story of individuality. A celebration of our sameness and the qualities that make us each unique. Like a boab tree, all are the same tree, but no tree is alike. In Aboriginal culture the Boab tree is a symbol of individuality and respect.

Case Study

FOLLOW THE DREAM PROGRAM, WA

Vicinity Centres sponsored the *Follow the Dream* (Wheatbelt Camp) in April 2023 and 2024. The Wheatbelt Camp is for Aboriginal students in Years 10 to 12.

The aim is to provide students with a variety of culturally appropriate strategies to build their resilience when dealing with adversity and strengthen connection to their community and culture. There are students on the camp from metropolitan locations who may have had limited opportunities to develop ties to family and community — this camp allows students to connect to Country. The camp is held in the Wheatbelt 250km east of Perth at the Yarragin Rock Private Cultural Camp led by Whadjuk Noongar Elder Dr Noel Nannup, who is supported by select teachers and former alumni of the *Follow the Dream* program. Activities explore a variety of important cultural and educational experiences including language, storytelling, bush walking, art, dance and men’s and women’s business.

The *Follow the Dream* program at Mount Lawley Outreach covers eight schools across Perth’s metropolitan region, totalling 140 students. Schools hold weekly after school sessions where students can access tuition and mentoring for academic requirements, and senior students can work on goal setting, resume writing and receive career support, including assistance with TAFE and university applications.

Supporting the *Follow the Dream* program is an important part of our RAP in WA, and the team were delighted to support local Indigenous groups and these initiatives that engage local First Nations youth and celebrate culture. We would like to acknowledge Tina Deegan and Shania Cuthbert who coordinate this important program and we look forward to continuing our support.



2023 Program



2024 Follow the Dream artwork presentation



2024 Program

Case Study

QUEENSPLAZA X BIRRUNGA GALLERY

From 1 May to 3 June 2024, Vicinity’s highly successful collaboration with Birrunga Gallery returned to QueensPlaza for a tenth time, showcasing fifteen Indigenous artworks.

All works are produced by the cohort of Indigenous Australian artists from the Gallery’s Cultural Creative Development Program which is designed to support young and emerging First Nations artists including Kane Brunjes, Stevie O’Chin and fashion design students.

During National Reconciliation Week 2024, all visitors were invited to attend a Welcome to Country and cultural dance to commemorate the 2024 theme, *Now More Than Ever*.



Case Study

NATIONAL RECONCILIATION WEEK AND NAIDOC WEEK PROMOTIONS

Across our portfolio, teams promote reconciliation in the community with various digital assets across the media screens and various local activities across National Reconciliation Week and NAIDOC Week.

These events continue to grow each year as we continue to build connections with local Indigenous groups. During NAIDOC 2024, Elizabeth City Centre customers enjoyed the Marra Dreaming display with handcrafted pieces from local Indigenous community groups, Warwick Grove teamed up with City of Joondalup and Djurandi Dreaming to run an interactive art workshop, inviting community to create a large NAIDOC community canvas, while learning stories and symbols behind Nyungar art. In Victoria, Chadstone engaged First Nations artist Tommy Day III

to produce a large-scale artwork live in Chadstone’s luxury mall and Northland celebrated with a Welcome to Country complete with Indigenous dancers afternoon tea by MABU MABU, a song workshop, Indigenous services by Ngwala Willumbong and take home Indigenous plants for the community.

This year is the second year that Vicinity has supported National Reconciliation Week promotions in ten different languages across our centre portfolio, reaching a wider audience and advancing Reconciliation.



NAIDOC Week artwork by Tommy Day III (Chadstone)



2024 NAIDOC Week theme Keep The Fire Burning! Blak, Loud and Proud (Emporium)



2024 National Reconciliation Week theme Now More Than Ever in Vietnamese (Emporium)

Case Study

ABORIGINAL AND TORRES STRAIT ISLANDER OWNED BUSINESS EXPO

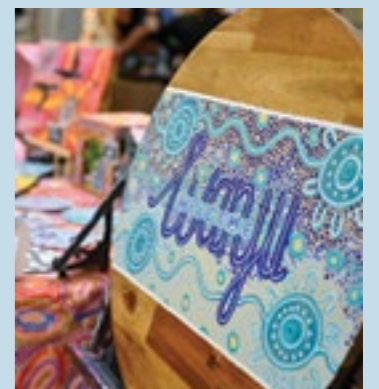
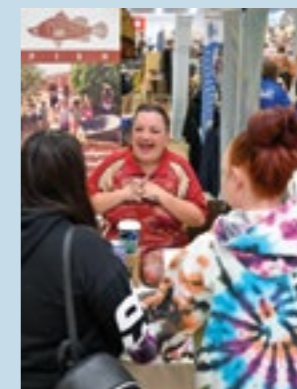
For National Reconciliation Week this year, Rockingham Centre unveiled an Acknowledgement of Country statement artwork designed by local artist, Nyungar boodjar man Justin Martin.

The piece, which is an extract from a larger artwork originally designed for the centre’s hoardings, symbolises the coastline of Rockingham and the centre being a focal point and hub in the community.

The statement was unveiled in an intimate event attended by the centre team and distinguished guests including the Mayor of the City of Rockingham, the local Member for Parliament and representatives from the local Elders and community members. Local Elder, Steven Jacobs opened the ceremony with his Welcome to Country and shared stories from his life growing up in Rockingham.

He invited the group to take part in the Smoking Ceremony ritual which was a very moving experience for all and the first time this has been held at the centre.

The team then hosted an expo style event, showcasing local Aboriginal owned businesses, community groups and service providers including Grace and Caitlin Garlett from Indigenous Visions Art, Bianca Wilder from Noongar OOK Creations, Jessica from FISH (Foundation for Indigenous Sustainable Health) and Steven Jacobs from In Culture Tours.



Case Study

WILCO ELECTRICAL, WA

Wilco Electrical and Kardan Construction are not ‘business as usual’ types of businesses. Since their inception, the Directors have gone over and above to prioritise Aboriginal peoples in their employment processes, demonstrating cultural safety in their workplace, and providing flexibility where needed to ensure best chance of success of long-term upskilling employment. They have supported individuals experiencing difficult circumstances with family, finances, or in some cases, homelessness, as well as individuals who are living with a physical or mental disability and have a working group supporting the employment of women in construction. Further, where they can, they have also supported other Aboriginal businesses to grow by providing subcontractor opportunities. Through this unique business philosophy, Kardan Construction is demonstrating how businesses can play a role in social justice, be social determinants of health (employment), and empower Blak economy.

Wilco has generated 21 Aboriginal and Torres Strait Islander electrical apprenticeships in nine years and 29 First Nations apprenticeships, traineeships, and trade assistant upskilling employment positions at Kardan in five years. They are a role model and leader in their community by demonstrating what is possible for Aboriginal businesses, particularly in prioritising and supporting Aboriginal employment.

Finally, what separates Wilco and Kardan from others is that there is no non-Indigenous business that Kardan has ‘bolted onto’. This is common amongst Aboriginal businesses, therefore, Wilco and Kardan are proud to be considered some of the largest Aboriginal electrical and construction businesses in Boorloo (Perth) that have organically grown from the vision of three directors through to the 80+ employees that make up Wilco and Kardan today.

On behalf of Wilco Electrical and Kardan Construction, I would like to thank Vicinity for their ongoing support as it has contributed to our business confidence to generate the following Aboriginal employment positions:

- Proud Whadjuk Nyoongar man, Adam Woods (*Electrical apprentice, Wilco*)
- Proud Yolngu Matha man, Alex Lewis (*Electrical apprentice, Wilco*)
- Proud Ballardong Nyoongar woman, Tess Walley (*Electrical apprentice, Wilco*)
- Proud Nyangumarda Yorta Yorta man, Taj Murray (*HVAC apprentice, Kardan*)
- Proud Nyoongar Yamatji man, Tyson Kelly (*Tiling apprentice, Kardan*)
- Proud Whadjuk Ballardong man, Daniel Ford (*Casual Trade Assistant, Kardan*)
- Proud Yamatji man, Daniel Morrison (*Casual Trade assistant, Kardan*)

Kind Regards,

Frank Mitchell
 Director, Wilco Electrical



Case Study

SEDA PARTNERSHIP

We have a responsibility to not only build strong relationships with First Nations people but to also shape meaningful places that acknowledge and recognise their link to Country.

In February 2024, Vicinity announced a three-year partnership with SEDA Group to enable more Aboriginal and Torres Strait Islander students to complete year 11 and 12 education through independent SEDA Colleges. SEDA Colleges use a unique student-centred approach to learning that provides education in local community settings including sport, recreation, community, and trade facilities as well as time on Country for cultural learning.

The official three-year partnership follows a collaboration in 2022 that raised funds for eight scholarships for Aboriginal and Torres Strait Islander students to attend SEDA Colleges and complete their senior education. The partnership builds on a commitment to support further educational outcomes, facilitate employment pathways and advance reconciliation.

The first year of the partnership will focus on students in Western Australia, South Australia and the Northern Territory. SEDA Group CEO, Nick Hannett, said the partnership will allow SEDA Colleges in WA, SA and NT to increase the number of Aboriginal and Torres Strait Islander young peoples who access the unique SEDA education model.

“The partnership will ultimately result in more Indigenous young people completing their senior secondary education in culturally supportive learning environments and creating meaningful pathways for their futures.”



SEDA National Indigenous Camp, Leadership talk, 2023



SEDA WA Baldja mob session August 2024



Chatswood Chase, Ranked #1 supporter of SEDA tote bag fundraising, 2022–2023



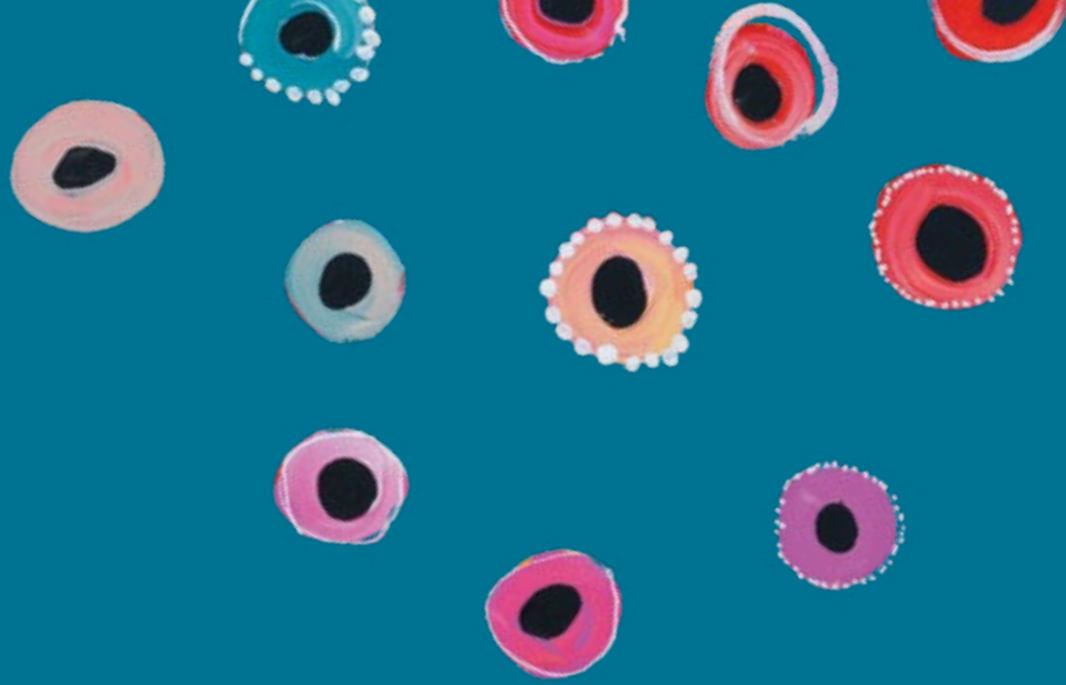
SEDA students and staff visit Chadstone, 2022





RELATIONSHIPS

We believe that we can do better together and that strong relationships are the cornerstone to the best outcomes. We are committed to strengthening, deepening and nurturing our relationships with Aboriginal and Torres Strait Islander peoples. At Vicinity, we shape meaningful places where communities connect.



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.	Review January 2025	GM Sustainability & ESG
	– Continue to maintain at least one formal two-way partnership with Aboriginal and Torres Strait Islander communities or organisations and establish this partnership model on each new development.	June 2025	Lead: National Retail Design Manager Support: Project Director Development
	– Update Aboriginal and Torres Strait Islander Engagement Plan(s) including processes and protocols for employees to independently and confidently lead engagement with Aboriginal and Torres Strait Islander people and communities.	July 2025	GM Talent & Organisational Development
	– Continue implementation and annual reviews of our plan to work with Aboriginal and Torres Strait Islander stakeholders important to the delivery of our RAP.	Review February 2025 & February 2026	Lead: Sustainability Manager Community Support: Project Director Development

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	– Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our centre teams and employees.	May 2025 & 2026	Lead: Sustainability Manager Community Support: Corporate Communications Manager
	– RAP Working Group members to participate in at least one external NRW event and to share with their network.	27 May – 3 June 2025 & 27 May – 3 June 2026	Lead: Sustainability Manager Community Support: Corporate Communications Manager
	– Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 & 27 May – 3 June 2026	GM Sustainability & ESG
	– Organise at least one employee event to recognise NRW each year.	27 May – 3 June 2025 & 27 May – 3 June 2026	Sustainability Manager Community
	– Continue to provide toolkits to each centre team to support the delivery of NRW events and promote via retail media screens across all available assets.	April 2025 & April 2026	Lead: Sustainability Manager Community Support: Corporate Communications Manager
	– Encourage and support NRW activations at each of our assets and promote the week through our digital channels.	27 May – 3 June 2025 & 27 May – 3 June 2026	Lead: Sustainability Manager Community Support: Corporate Communications Manager
	– Register all our NRW events on Reconciliation Australia’s NRW website .	April 2025 & April 2026	Sustainability Manager Community

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	– Continue to implement strategies to engage all employees to drive reconciliation outcomes.	Review November 2025	GM Talent & Organisational Development
	– Communicate our commitment to reconciliation publicly.	March 2025 & March 2026	Corporate Communications Manager
	– Continue to explore opportunities to positively influence and collaborate with our external stakeholders including retailers, suppliers, peers and community partners to advance reconciliation collectively.	Review March 2025 & March 2026	Lead: Procurement Manager Support: Sustainability Manager Community
	– Identify and engage not for profit community groups supporting Aboriginal and Torres Strait Islander peoples to access community bookings across the shopping centre portfolio.	Review February 2025 & February 2026	Lead: Sustainability Manager Community Support: Guest Experience Manager
	– Promote Vicinity’s community grants program to not for profit community groups supporting Aboriginal and Torres Strait Islander peoples, who are located within our shopping centre catchment areas.	August 2025 & August 2026	Sustainability Manager Community
	– Actively encourage our suppliers to develop a RAP, including as part of the tender process, to support a wider economic engagement with Aboriginal and Torres Strait Islander businesses.	Review April 2025 & April 2026	Procurement Manager
	– Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Review February 2025 & February 2026	Sustainability Manager Community
	– Profile and promote high impact case studies (as appropriate) within industry networks such as Wilco Electrical in the Property Council of Australia (PCA) Social Procurement Guide, in the RAP Network.	Review March 2026	Corporate Communications Manager

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	– Continuously improve People & Organisational Development policies and procedures to identify existing anti-discrimination provisions, and future needs.	Review March 2025	GM Talent & Organisational Development
	– Continue to implement and communicate our anti-discrimination policy and procedures.	Review July 2025 & July 2026	GM Talent & Organisational Development
	– Provide ongoing education opportunities for senior leaders, managers and team members on the effects of racism.	Review July 2025 & July 2026	GM Talent & Organisational Development
	– Raise awareness of and explore opportunities to support “ <i>Racism, it stops with me</i> ”.	March 2025 & March 2026	GM Talent & Organisational Development





RESPECT

Respect is one of our core company values. We aspire to create a culture where recognition and respect is embedded in everything we do, so that our team members, customers and everyone in the community feels safe and included in our assets and workplaces. Our focus is for every Vicinity team member to understand and respect the histories, cultures, customs and beliefs of Aboriginal and Torres Strait Islander peoples and to extend this to our external stakeholders.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	– Review and update the cultural learning needs within our organisation.	Review February 2025	GM Talent & Organisational Development
	– Continue to implement and embed the cultural learning strategy and program for all Vicinity team members and offer various models of delivery such as online training, face to face workshops and local learning/cultural immersion opportunities, with a target of 50% of employees to have completed online cultural training by RAP expiry.	Review February 2026	GM Talent & Organisational Development
	– Vicinity Executive Leadership Team, Business Leadership Team and Board Members to undertake face to face cultural learning programs. Centre teams to complete local cultural learning activities.	Review February 2026	GM Talent & Organisational Development
	– At least 50% of team members including new starters to undertake formal and structured cultural confidence training online.	December 2026	GM Talent & Organisational Development
	– Provide annual immersive cultural learning opportunities for RAP Working Group members and other key leadership team members.	Review August 2025	GM Talent & Organisational Development

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	– Increase the understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, of all Vicinity team members.	Review April 2025	Sustainability Manager Community
	– Encourage our team members to deliver an Acknowledgement of Country at every important meeting.	Review April 2025	GM Sustainability & ESG
	– Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review August 2025	GM Sustainability & ESG
	– Once a relationship is established with Traditional Owners/Custodians, work together to install a personalised display (digital or physical) at each asset including all new developments, acknowledging the Traditional Owners of the land on which the asset is located.	Review February 2025	Lead: Sustainability Manager Community Support: Procurement Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by acknowledging Australia Day/ Mourning Day and celebrating NAIDOC Week.	– All RAP Working Group members to participate in at least one external NAIDOC Week event.	July 2025 & July 2026	Sustainability Manager Community
	– Support all team members to participate in at least one NAIDOC Week event.	July 2025 & July 2026	Sustainability Manager Community
	– Promote and encourage participation in external NAIDOC events to all team members.	July 2025 & July 2026	Sustainability Manager Community
	– Encourage and support NAIDOC Week activations at each of our assets and promote the week through our digital channels.	July 2025, 2026	Sustainability Manager Community
	– Continue to communicate Vicinity’s Cultural Leave Policy to all team members, particularly leading up to Australia Day/Mourning Day and NAIDOC Week.	January & June 2025 & January & June 2026	Corporate Communications Manager
– Continue to provide toolkits to each centre team to support the delivery of NAIDOC Week events and promote via retail media screens across all available assets.	July 2025, July 2026	Sustainability Manager Community	





OPPORTUNITIES

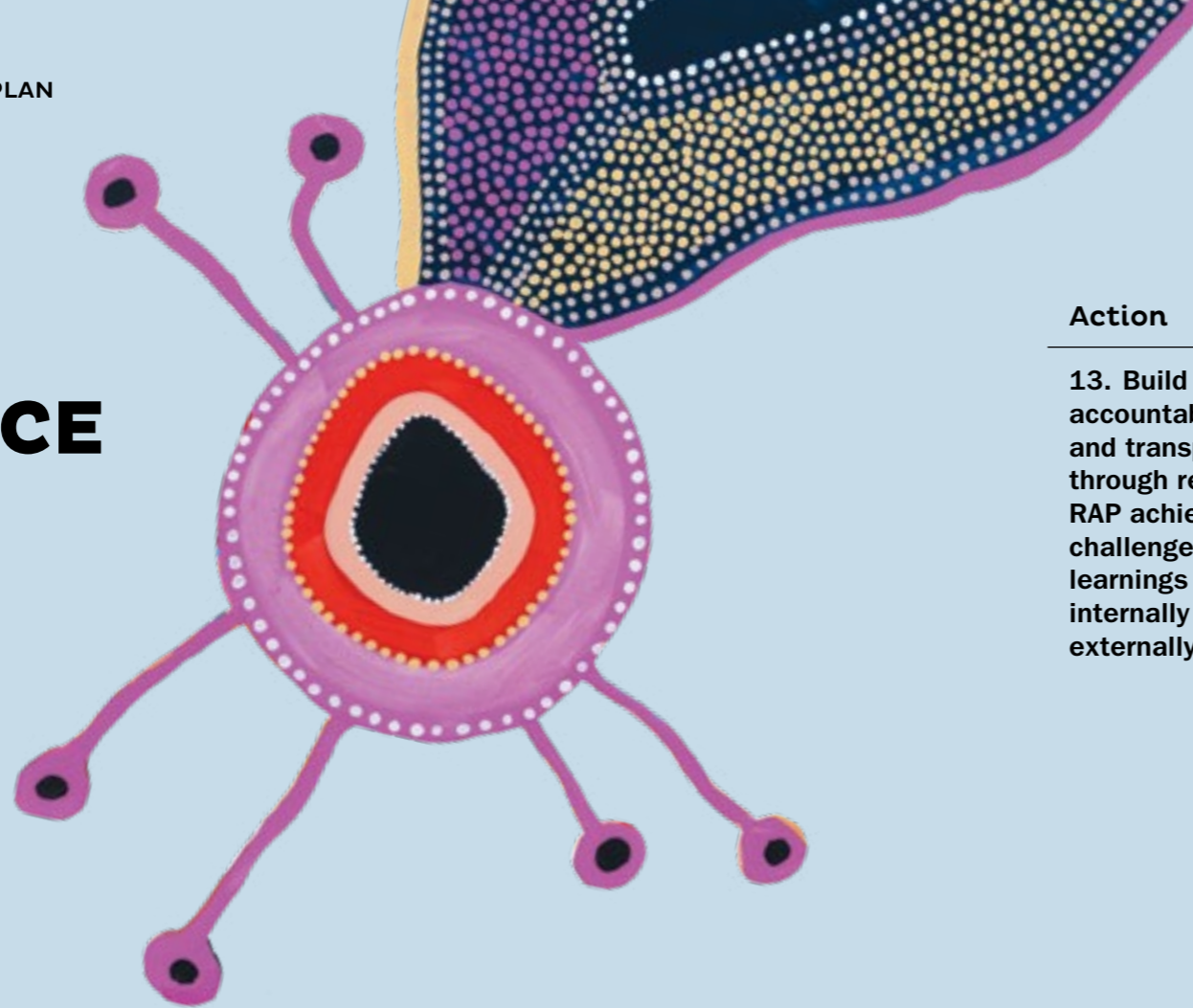
We recognise that our connections and partnerships with Aboriginal and Torres Strait Islander peoples, organisations and communities are part of our strengths and help to enrich us and our work. We want to be a partner of choice for Aboriginal and Torres Strait Islander peoples to work openly, creatively, and collaboratively create employment opportunities and pathways through continually improving our systems and processes. Creating opportunities, facilitating participation and developing cultural understanding will mutually benefit Vicinity, Aboriginal and Torres Strait Islander peoples and the communities we operate in. With a purposeful Environmental, Social & Governance (ESG) program and mindset we will deliver on these opportunities aligned with our strategic pillar “Enabling Good Business”.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	– Build an understanding of current Aboriginal and Torres Strait Islander employee numbers and retention rates (and track these over time) to inform future employment and professional development opportunities.	Review February 2025 & February 2026	GM Talent & Organisational Development
	– Continue our commitment to supporting educational outcomes and talent pathways for Aboriginal and Torres Strait Islander students and graduates by facilitating school based engagement opportunities through our SEDA partnership and internship/work placement programs.	Review February 2026	GM Talent & Sustainability Manager Community
	– Engage with Aboriginal and Torres Strait Islander stakeholders to develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development plan.	July 2025	GM Talent & Organisational Development
	– Continue to advertise job vacancies through appropriate channels to effectively reach Aboriginal and Torres Strait Islander applicants.	Review March 2025	GM Talent & Organisational Development
	– Increase the number of team members who identify as Aboriginal and Torres Strait Islander peoples compared to those who identified in Vicinity’s employee survey, February 2024.	Review February 2025 & February 2026	GM Talent & Organisational Development

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	– Implement a revised Aboriginal and Torres Strait Islander procurement roadmap and review this annually.	Review February 2025 & February 2026	Procurement Manager
	– Maintain Supply Nation membership and encourage use by Vicinity team members.	March 2025 & March 2026	Procurement Manager
	– Continue to communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to team members, including opportunities to attend Supply Nation’s annual Connect (business expo) event.	Review February 2025 & February 2026	Procurement Manager
10. Explore opportunities for Aboriginal and Torres Strait Islander peoples to work on Vicinity developments and implement cultural heritage initiatives at these projects.	– Continue to review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Review April 2025 & April 2026	Procurement Manager
	– Invite a local Traditional Owner/ Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant construction milestones on our new developments, major refurbishments and projects as appropriate.	Review September 2025	Lead: Project Director, Development Support: National Retail Design Manager
	– Encourage and support Head Contractors and key stakeholder contacts involved in the rollout of our development projects to create their own Reconciliation Action Plan.	Review March 2025	Project Director, Development
	– Seek to use purchasing power that requires contractors to engage an Aboriginal and Torres Strait Islander person to recruit Aboriginal and Torres Strait Islander peoples.	Review July 2025	Project Director, Development



GOVERNANCE



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	– Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	Review February 2025 & February 2026	GM Sustainability & ESG
	– Review and update the Terms of Reference for the RAP Working Group.	Review February 2025 & February 2026	Sustainability Manager Community
	– RAP Working Group to meet every two months to drive and monitor RAP implementation.	Review February 2025 & February 2026	Sustainability Manager Community
12. Provide appropriate support for effective implementation of RAP commitments.	– Continue to embed appropriate systems and capability to track, measure and report on RAP commitments.	Review August 2025 & August 2026	Sustainability Manager Community
	– Embed key RAP actions in team key performance indicators and outlined in centre team community plans.	Review June 2025 & June 2026	GM Talent & Organisational Development
	– Appoint and maintain an internal RAP leadership team sponsor for our RAP at the most senior levels of our organisation.	Review February 2025 & February 2026	GM Sustainability & ESG

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	– Contact Reconciliation Australia to verify our primary and secondary contact details are up to date so as to ensure we do not miss out on important RAP correspondence.	June 2025 & June 2026	Sustainability Manager Community
	– Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	August 2024 & August 2025	Sustainability Manager Community
	– Complete and submit the annual RAP Impact Survey to Reconciliation Australia	September 2025 & September 2026	Sustainability Manager Community
	– Report RAP progress to all team members every six months, the Executive Leadership Team quarterly and the Risk Compliance & ESG Committee at least annually.	May 2025 & November 2025 May 2026 & November 2026	GM Sustainability & ESG
	– Publicly report our RAP achievements, challenges and learnings annually through Vicinity’s Annual Report and company website.	August 2024, 2025	GM Sustainability & ESG
	– Consider participation in Reconciliation Australia’s biennial Workplace RAP Barometer.	Review February 2026	Sustainability Manager Community
	– Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2026	Sustainability Manager Community
14. Continue our reconciliation journey by developing our next RAP.	– Register via Reconciliation Australia’s website to begin developing our next RAP.	September 2026	Sustainability Manager Community
	– Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	October 2026	Sustainability Manager Community

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United Nations Global Compact

In March 2021, Vicinity became a Participant of the United Nations Global Compact, recognising the ten principles on human rights, labour, the environment and anti-corruption. Respecting and proactively promoting human rights is fundamental to Vicinity's purpose of enriching community experiences and we also acknowledge the United Nations Declaration of the Right of Indigenous Peoples that complements these human rights commitments.

This booklet was printed on recycled paper using uncoated eco/recycled stock, and vegetable based inks.



