



Reconciliation Action Plan

June 2022 – June 2024



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.

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 compliments these human rights commitments.



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.

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 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.





Message from
Our CEO and Managing Director

I am very proud to present Vicinity Centre’s (Vicinity’s) Innovate Reconciliation Action Plan (RAP) 2022 – 2024. This is our third RAP and second Innovate RAP, building on our achievements to date and reaffirming our commitment to help achieve a reconciled Australia.

As a leading Australian property company with assets across Australia, 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, which continue to be important today.

Our second RAP outlined our commitment to do more and whilst we have achieved considerable progress in building relationships and increasing procurement with Aboriginal and Torres Strait Islander people, we acknowledge there is always more work to do.

Our commitment to be an inclusive organisation is at the heart of our RAP and we know we have an important role to play in creating opportunities both directly and indirectly through our organisation with Aboriginal and Torres Strait Islander people, a rich culture that is over 65,000 years old and so fundamental to the fabric of our nation.

Our key opportunities continue in employment, engagement with Traditional Custodians on our development projects and the communities in which we operate. I know I speak for the entire organisation and our Board in saying we are excited about the opportunities we can create the relationships we continue to build and the respect we continue to foster as we move forward and deliver on this RAP.

Grant Kelley
Chief Executive Officer & Managing Director
Vicinity Centres



Message from
Reconciliation Australia

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

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

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

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 future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

OUR VISION

Our vision for reconciliation is for a future where Vicinity is actively contributing to the creation of positive change, respect, acknowledgement and opportunities with Aboriginal and Torres Strait Islander people.

We understand our role as asset creators and owners is to not only build strong relationships with Aboriginal and Torres Strait Islander people but to also create places that acknowledge and recognise their link to Country.

Connection to Country and culture underpins all aspects of life for Aboriginal and Torres Strait Islander people and remains fundamental to identity and way of life. We wish to honour this reciprocal relationship with Country that is central to Aboriginal and Torres Strait Islander culture and community and its importance for all people living in Australia today.

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 Vicinity acknowledges that we can only progress towards our goal of full reconciliation through taking significant steps to advance all five.

Vicinity continues our commitment to create places where Aboriginal and Torres Strait Islander people, cultures, traditions and businesses are deeply appreciated, genuinely welcomed and actively encouraged.

Our Business

Vicinity is one of Australia's leading property groups, and a top-100 entity listed on the Australian Securities Exchange.

We have over 60 assets under management around Australia (as of December 2021) from local neighbourhood centres to leading retail assets such as Chadstone Shopping Centre, Emporium Melbourne, Sydney's Queen Victoria Building, The Galleries and The Strand Arcade, Queens Plaza in Brisbane and a quality portfolio of DFO centres. Our National Office is in Melbourne, Australia, with state offices in Sydney, Brisbane, Adelaide and Perth. We employ approximately 1,200 people across centres and corporate offices nationwide.

Our Strategy

We are driven by our purpose of enriching community experiences and as a leading Australian property company with assets across the country, we recognise the important role we play in shaping better and stronger communities — an essential element for our success as a business. With a presence in many communities and First Nations right across the country, we also recognise our part in achieving reconciliation with Aboriginal and Torres Strait Islander people and our RAP guides us on this journey.

Through our Sustainability strategy, we aim to shape stronger and more resilient communities by enabling positive social change and enhancing community connection through our assets and developments. We are also deeply committed to diversity and inclusion and ensuring that our business, our assets and our workplace are inclusive, welcoming, reflect the diversity of the community, and give people a sense of belonging.

Progress on our reconciliation journey

We started our reconciliation journey in 2017 after identifying this as a significant opportunity in fulfilling our Purpose of enriching community experiences. Since the launch of our first RAP in 2018 and second RAP in 2019 we have made considerable progress on our deliverables and gained significant learnings and insights from these experiences.

The progress we make on our deliverables is reported every six months to our Sustainability Committee, chaired by our Chief Executive Officer as well as to all team members via our internal intranet The Loop.

There have been many learnings along our journey to reconciliation. In January 2022, 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 had in addressing and bridging employment gaps for Aboriginal and Torres Strait Islander people to join our business and we know social change takes time and commitment.

We also recognise the opportunities we have in being an employer of choice for Aboriginal and Torres Strait Islander people and are working to create and implement an effective Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development Plan to increase the number of our team members identifying as Aboriginal and Torres Strait Islander people.

We are proud of our growing relationship with Wilco Electrical, a Supply Nation certified Indigenous-owned business. Approximately five years ago, Vicinity started working with Wilco Electrical who now provide electrical maintenance for all our centres in Western Australia, as well as completing project work such as energy efficiency upgrades and ongoing repairs and maintenance. Not only are Wilco proudly Indigenous owned, but they provide training and apprenticeships to young Aboriginal and Torres Strait Islander people with three 4-year in-house electrical apprenticeships as a direct result of working with Vicinity.

Some of our initiatives under our second RAP include:

- Became members of Supply Nation and commenced Supply Nation training rollout to centre staff in FY21.
- Procured approximately \$1.4 million of goods and services through Aboriginal and Torres Strait Islander businesses since FY18.
- Launched our new 'Indigenous Procurement Roadmap', which was designed to increase spend with Aboriginal and Torres Strait Islander businesses by \$6M from FY22 – FY27. This Roadmap has already led to a partnership with OSOS Alliance in WA, with Kelvin, a proud Yamatji family man from Mullewa, being hired as a handyperson across multiple centres in Perth in November 2021.
- Launched our Vicinity Aboriginal and Torres Strait Islander Cultural Protocols to all team members. These Protocols outline the customs, values and guidelines for Aboriginal and Torres Strait Islander people as well as a framework for team members working with people of different cultures. The guidelines were graphically designed by Supply Nation certified business, 'Rareland'.
- Raised awareness of the cultures of Aboriginal and Torres Strait Islander people through events during NAIDOC and National Reconciliation Weeks within our corporate offices and through our retail network. Our main activities included hosting Yorta Yorta man, John Briggs, for a virtual lunch and learn, and an interview with our Vicinity Indigenous external advisor and Yorta Yorta woman, Seona James on the role our RAP plays not only for our business but in our daily lives. We also developed centre toolkits for both National Reconciliation Week and NAIDOC Week to help drive centre-based initiatives and Indigenous engagement for these significant events.
- We launched virtual Cultural Confidence Training, available to all Vicinity team members, with 260 team members completing this training since July 2021. Training is now conducted monthly,

The success of these initiatives motivates us to broaden our thinking and look to more programs that engage our people on a deeper level regarding reconciliation and empowering Aboriginal and Torres Strait Islander people within our local communities.



Who is responsible for our RAP?

Vicinity’s commitment to our third RAP has the endorsement and full support of our Executive Committee and Board. It is championed by our Executive level Sustainability Committee and our Head of Sustainability is the leadership team sponsor.

Our Innovate RAP is supported by our RAP Working Group to ensure a broad range of perspectives is considered when mapping out our reconciliation journey. The RAP Working Group meets bi-monthly to monitor progress and support achievement of the deliverables and reports progress against these deliverables to the Sustainability Committee on a biannual basis.

The RAP Working Group is made up of representatives from across our business representing different levels of seniority to ensure an inclusive environment with team members who are positioned to implement the deliverables in a way that is relevant and meaningful across our assets and throughout our organisation. Currently we do not have any Vicinity team members that identify as Aboriginal or Torres Strait Islander people on our RAP Working Group and are actively encouraging Aboriginal and Torres Strait Islander team members to join the working group as our reconciliation journey continues.

We receive cultural advisory services from Seona James, Director Indigenous Cultural Connections Pty Ltd and a Vicinity RAP working group member. Indigenous Cultural Connections Pty Ltd provides cultural advisory services across Vicinity in addition to the role as a RAP Working Group member.

RAP Working Group Members



Meredith Banks
Head of Sustainability
(RAP Working Group Chair)



Corrine Barchanowicz
Head of Brand Marketing and
Experience (Premium)



Natalie Boston
National Mixed Use
Design Manager



Simone De Laney
Sustainable Supply Chain
and Development Manager



Peter Funder
Project Director



Adam Hancock
National Operations Manager



Seona James
Director, Indigenous Cultural
Connections Pty Ltd,
Yorta Yorta Nation



Chalina Keeble
General Manager Talent



Lance Matthews
Operations Manager



James Morgan
Sustainability Advisor



Maryke Slootjes-Reid
Diversity and Inclusion Manager



Amanda Thorley
Procurement Manager



Karen Woo
Sustainability Manager
Community

CASE STUDIES



Case Study

ELLENBROOK CENTRAL'S EXPANSION

Ellenbrook Central's (WA) expansion, completed in July 2020, saw a number of initiatives supporting and celebrating the centre's local Aboriginal and Torres Strait Islander people's histories and cultures.

A Welcome to Country and a smoking ceremony were held by local Senior Whadjuk Marmun (man), Vaughn McGuire in September 2019, as part of our sod turn event. During the ceremony Indigenous artefacts were buried, including Darp (knives), Gorch (axes), Gidgee (spear heads) and Warangka Boorn (singing sticks) wrapped up in Koomoor/Bwoka (possum fur)

During the opening of our first stage in July 2020, a plaque was unveiled commemorating the location of the buried artefacts, signifying our acknowledgement of how the land was once used by the Traditional Custodians and to merge the past, present and future.

Approximately four years ago, Vicinity began working with Aboriginal owned business, Wilco Electrical, who now provide electrical maintenance for all our centres in Western Australia, as well as completing project work such as energy efficiency upgrades and ongoing repairs and maintenance. Not only are Wilco proudly Aboriginal owned, but they provide training and apprenticeships to young Aboriginal people in Western Australia with three 4-year in-house electrical apprenticeships as a direct result of working with Vicinity.

The expansion of the Ellenbrook centre saw more than 500 new solar generating car park shades installed and new complimentary electric vehicle charging stations connected to the centre's expansive rooftop solar system with Wilco Electrical completing the electrical work for the solar car park shades.

The relationship and commitment to celebrating Aboriginal and Torres Strait Islander people at the centre has continued after the development's completion and in National Reconciliation Week 2021, Vicinity commissioned local Indigenous artist and proud Whadjuk, Ballardong and Yamatji Aboriginal Woman, Marcia McGuire for several Works across Vicinity's WA Portfolio. Marcia was tasked with creating a piece which represents each of the six seasons in the Nyoongar heritage, with these exceptional pieces being displayed at each of the six entrances to the Ellenbrook Central centre and collectively in the main mall.





Case Study

QUEEN VICTORIA BUILDING FLAG RAISING

On Tuesday 26 October 2021, the Queen Victoria Building (QVB) in NSW, marked another step forward in their reconciliation journey with the Traditional Custodians, the Gadigal People of the Eora Nation, choosing to raise the Australian National, Australian Aboriginal and Torres Strait Islander flags atop the QVB.

The flags were flown to mark the anniversary of Uluru being handed back to its Traditional Custodians, the Anangu people in 1985, alongside the Aboriginal and Torres Strait Islander community as a sign of reflection and remembrance.

A Welcome to Country was performed by Gadigal Elder Uncle Allen Madden with a didgeridoo performance by Russell Dawson and smoking ceremony by cultural leader and songman Reika Alley of the Koomurri Aboriginal Dance Troupe. Blkfsch, a majority owned Indigenous company, supporting cultural awareness and social equity through the power of storytelling, were commissioned to capture the significant event through photography and video.

Our relationship with the Gadigal People of the Eora has led to a great opportunity for Vicinity to foster a partnership of respect and cultural awareness that extends far beyond the flag raising ceremony.

We are now looking at other collaborative opportunities to strengthen our relationship and further acknowledge the Gadigal People of the Eora at our Galleries Victoria and Strand Arcade assets that are located on Gadigal Land.

The flags will remain indefinitely, flying high from the roof of the QVB as a proud and enduring symbol of inclusion and respect for all to appreciate.



Case Study

WAYAPA WUURRK PROGRAM AT NATIONAL HEAD OFFICE

During November 2021, 12 Vicinity team members were led by Accredited Practitioner, Ms Alana Marsh, at our National Head Office at Chadstone (VIC), in an introductory session of the Wayapa Wuurrk program.

Wayapa Wuurrk means “Connect to the Earth” in the language of the Maara and GunaiKurnai Peoples and the Wayapa program was created to consider what it means to be well and how to develop a relationship with our environment through the concept of ancient earth mindfulness. Wayapa Wuurrk is based on the Indigenous concept of reciprocity, that we must give to receive from Mother Earth. The session was interactive, inclusive and contained valuable sustainability principles for people, the environment and for life.

The Wayapa Wuurrk session was both photographed and captured on film by Wayne Quilliam and as a result of the positive feedback received from our introductory session of the Wayapa program, Vicinity has engaged Alana to provide additional programs for our team members moving forward.



Case Study

FISH POP-UP STORE

In July 2021, Maddington Central (WA) was proud to partner with the Foundation for Indigenous Sustainable Health (FISH) to host their first pop-up retail store in a shopping centre.

The pop-up store offered a diverse product range including a selection of artwork, books, bush medicines, bush tucker, teas, coffee, beauty, hair and skin products. All products sold through FISH are sourced from 100% owned Aboriginal and Torres Strait Islander businesses.

This partnership is an example of how Vicinity is working to develop locally appropriate plans and approaches for acknowledging Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land on which we work and play. Vicinity understands the role we play in providing assets that are key places for our communities to gather and are seeking opportunities to work further with Aboriginal and Torres Strait Islander retailers at our assets.



Case Study

NAIDOC WEEK CELEBRATIONS

Our centres act as hubs for community engagement and become important places to recognise days and weeks of significance for Aboriginal and Torres Islander people.

As part of the NAIDOC Week celebrations, Rockingham Centre (WA) hosted two events for the local community to enjoy. Facilitated by Urban Indigenous and artist, Grace Comeagain, guests were invited to participate in a Collective Canvas creation. During the activity, Grace spoke about the traditional techniques of Aboriginal and Torres Strait Islander art, showing guests how to identify core symbols and how to use art as storytelling.

The story of the artwork reflects the journey of those travelling from both North and South of the Swan River and coming together at the Meeting Place to attend NAIDOC celebrations. The framed artwork is displayed in a prominent position in the Centre for everyone to admire.

Our team at Karratha City (WA) also celebrated a swathe of events for City of Karratha's 2021 NAIDOC Week celebrations. Uniquely positioned to be able to deliver a diverse range of events and activities, Karratha City worked with local Aboriginal and Torres Strait Islander artists to utilise temporarily available shop space to create a one-of-a-kind pop-up art display store. The celebrations also included a Welcome to Country by a Ngarluma Elder.

NAIDOC Week is a key week of cultural significance in all of our assets calendars. One of the deliverables in our previous RAP was to create centre toolkits that provide the information required for each of our assets to acknowledge and celebrate NAIDOC Week.

These toolkits have increased cultural awareness and engagement with Traditional Custodians at more of our centres that extends beyond NAIDOC Week including art projects at centres who previously did not engage with the Traditional Custodians.





RESPECT

Respect is our foundation. We aspire to create a business where recognition and respect is embedded in everything we do so that every Vicinity team member has an understanding of the histories, cultures, customs and beliefs of Aboriginal and Torres Strait Islander people.

Action	Deliverable	Timeline	Responsibility
1. 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.	December 2022	General Manager Talent
	– Continue to implement and embed the cultural learning strategy and program for all Vicinity team members and investigate the opportunity to include various modes of delivery such as online training, face-to-face workshops and cultural immersion.	December 2022	General Manager Talent
	– Support the Vicinity Executive Leadership Team and Senior Leadership team to undertake face-to-face cultural learning activities.	December 2022 December 2023	General Manager Talent
	– All team members including new starters to undertake formal and structured cultural confidence and capability learning online.	October 2022	General Manager Talent
	– Provide annual immersive cultural learning opportunities for RAP Working Group members and other key leadership team members.	December 2022	General Manager Talent

Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	– Review and update Vicinity’s cultural protocol guidelines, including protocols for Welcome to Country and Acknowledgement of Country, including tailoring for local communities we operate in.	August 2022	Sustainable Supply Chain and Development Manager
	– Increase the understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols to Vicinity management and team members.	August 2022	Sustainable Supply Chain and Development Manager
	– Encourage our team members to deliver an Acknowledgement of Country at every meeting as an expected process.	August 2022	Diversity and Inclusion Manager
	– Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2022	Head of Sustainability
	– Continue to Install a display (digital or physical) at every asset including all new developments, acknowledging the Traditional Custodian of the land on which the asset is located.	December 2022	Sustainable Supply Chain and Development Manager
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	– All RAP Working Group members to participate in at least one external NAIDOC Week event.	July 2022, 2023	Sustainability Manager Community
	– Support all team members to participate in at least one NAIDOC Week event in each state office.	July 2022, 2023	Sustainability Manager Community
	– Encourage and support NAIDOC Week activations at each of our assets and promote the week through our digital channels.	July 2022, 2023	Head of Brand Marketing and Experience (Premium)
	– Promote and encourage participation in external NAIDOC events to all our team members.	July 2022, 2023	Sustainability Manager Community
	– Communicate Vicinity’s Cultural Leave policy to all team members, particularly those new to the organisation.	September 2022	Diversity and Inclusion Manager



RELATIONSHIPS

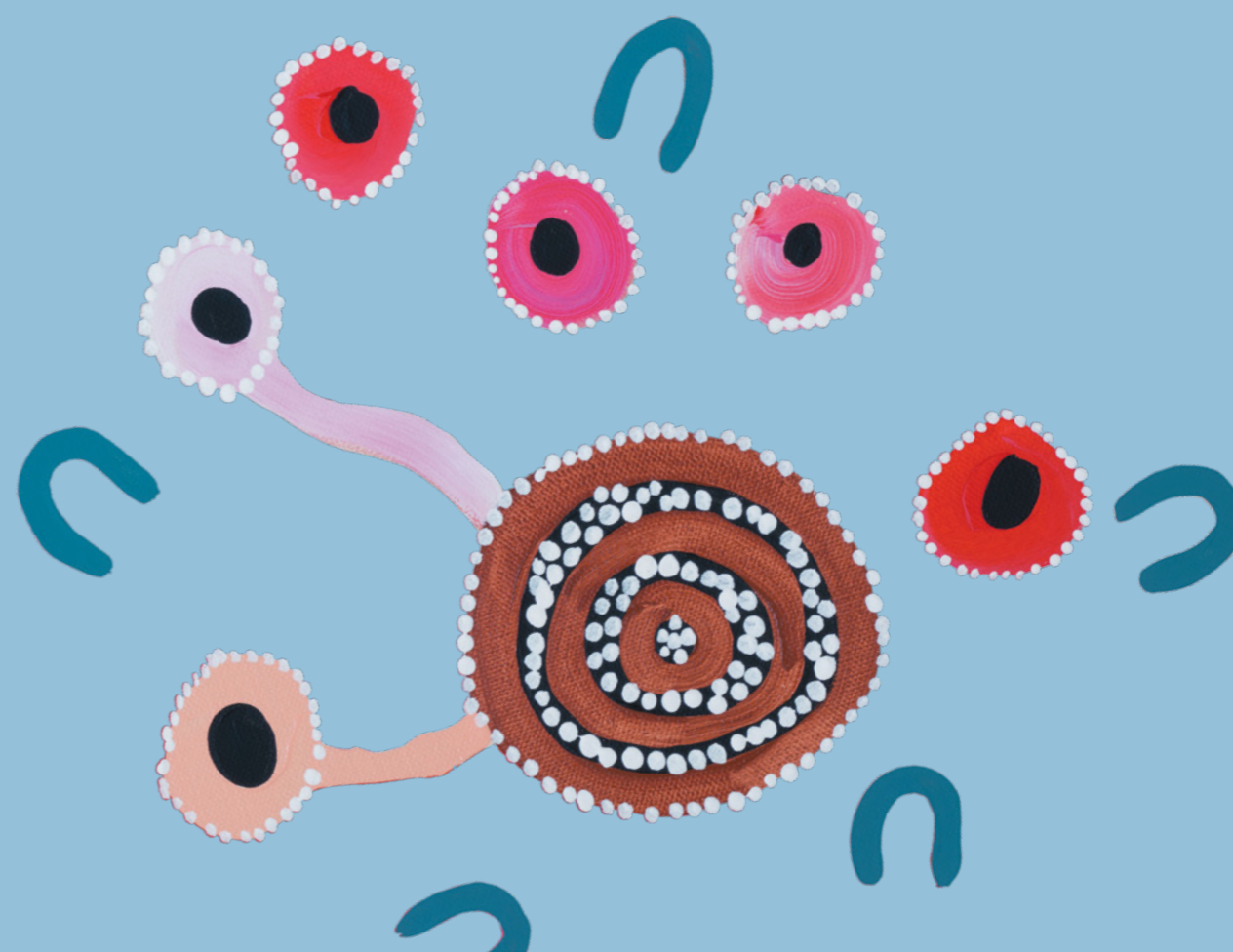
We believe that we can do better together and that strong relationships are the cornerstone to the best outcomes. We are committed to strengthening, deepening and nurturing our relationships with Aboriginal and Torres Strait Islander people.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	– Continue to meet with Aboriginal and Torres Strait Islander stakeholders important to the delivery of our RAP and continuously improve guiding principles for future engagement.	June 2022	Head of Sustainability
	– Establish and maintain at least one formal two-way partnership with Aboriginal and Torres Strait Islander communities or organisations on each new development project.	June 2022	National Mixed Use Design Manager / Procurement Manager
	– Develop a formal Aboriginal and Torres Strait Islander Engagement Plan including processes and protocols for employees to independently and confidently lead engagement with Aboriginal and Torres Strait Islander people and communities.	June 2022	General Manager Talent / Sustainable Supply Chain and Development Manager
	– Continue implementation and annual reviews of our plan to work with Aboriginal and Torres Strait Islander stakeholders important to the delivery of our RAP.	June 2022	Sustainable Supply Chain and Development Manager

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 to enable participation.	27 May– 3 June 2023, 2024	Sustainability Manager Community
	– All RAP Working Group members to participate in at least one external NRW event.	27 May– 3 June 2023, 2024	Sustainability Manager Community
	– Promote NRW events to encourage our people to participate in at least one external event to recognise and celebrate NRW.	27 May– 3 June 2023, 2024	Sustainability Manager Community
	– Organise at least one NRW event each year at each of our Corporate Offices.	27 May– 3 June 2023, 2024	Sustainable Supply Chain and Development Manager
	– Register all our NRW events on Reconciliation Australia’s NRW website.	27 May– 3 June 2023, 2024	Sustainability Manager Community
	– Encourage and support NRW activations at each of our assets and promote the week through our digital channels.	27 May– 3 June 2023, 2024	Head of Brand Marketing and Experience (Premium)
	– Continue to provide toolkits to each centre team to support the delivery of NRW events.	April 2023, April 2024	Head of Brand Marketing and Experience (Premium)

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	– Implement strategies to engage all employees to drive Reconciliation outcomes.	May 2022	General Manager Talent
	– Communicate our commitment to reconciliation publicly.	October 2023	Sustainable Supply Chain and Development 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.	September 2023	Sustainable Supply Chain and Development Manager
	– Identify and engage not-for-profit community groups supporting Aboriginal and Torres Strait Islander people to access community bookings across the shopping centre portfolio, particularly during NRW and NAIDOC.	July 2023	Sustainability Manager Community
	– Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, through our tender and procurement processes.	May 2023	Procurement Manager
	– Collaborate with RAP organisations and other like-minded organisations including our retailers to develop ways to advance reconciliation (such as through partnering on research, advocacy or events).	June 2023	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.	May 2023	Procurement Manager
	– Consult the Aboriginal and Torres Strait Islander community about the Uluru Statement from the Heart to identify appropriate ways to support their aspirations.	December 2022	Sustainable Supply Chain and Development Manager

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies .	– Continuously improve People and Organisational Development policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2022	Diversity and Inclusion Manager
	– In collaboration with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander advisors, develop, implement and communicate an anti-discrimination policy for our organisation.	December 2022	Diversity and Inclusion Manager
	– Provide ongoing education opportunities for senior leaders, managers and team members on the effects of racism.	December 2023	General Manager Talent
	– Raise awareness of and explore opportunities to support ‘Racism. It Stops with Me’.	December 2023	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 business of choice for Aboriginal and Torres Strait Islander people to work openly, creatively, and collaboratively with. Creating opportunities, facilitating participation and developing cultural understanding will mutually benefit Vicinity and the Aboriginal and Torres Strait Islander communities we operate in.

Action	Deliverable	Timeline	Responsibility
1. 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 to inform future employment and professional development opportunities.	February 2023	Diversity and Inclusion Manager
	– Commit to supporting education outcomes and talent pathways for Aboriginal and Torres Strait Islander students and graduates by facilitating school-based scholarship opportunities and internship / graduate programs.	February 2024	General Manager Talent
	– Engage with Aboriginal and Torres Strait Islander stakeholders, to consult on Vicinity’s Aboriginal and Torres Strait Islander recruitment, retention and professional development plan.	July 2023	General Manager Talent
	– Review and update People & Organisational Development procedures and policies to remove barriers to Aboriginal and Torres Strait Islander people participation in our workplace.	May 2023	General Manager Talent

Action	Deliverable	Timeline	Responsibility
	– Advertise job vacancies through appropriate channels to effectively reach Aboriginal and Torres Strait Islander people.	August 2022	General Manager Talent
	– Increase the number of team members who identify as Aboriginal and Torres Strait Islander people, compared to those identified as part of Vicinity’s engagement survey in January 2022.	February 2023	Diversity and Inclusion Manager
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	– Maintain Supply Nation membership and encourage use by Vicinity team members.	May 2023	Procurement Manager / Operations Manager
	– Continue rollout and monitoring of Vicinity’s Aboriginal and Torres Strait Islander Procurement Roadmap to increase spending with Aboriginal and Torres Strait Islander stakeholders’ businesses by \$6 million from FY22 – FY27.	December 2023	Procurement Manager / Sustainability Advisor
	– Train all relevant employees involved in procurement in Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	May 2023	Procurement Manager
	– Continue to review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2023	Procurement Manager
3. Explicitly consider Aboriginal and Torres Strait Islander peoples and cultures in Vicinity developments.	– Invite a local Traditional Custodian to provide a Welcome to Country or	November 2023	Project Director
	– other appropriate cultural protocol at significant construction milestones on our new developments, major refurbishments and projects as appropriate.	May 2023	Project Director
	– Encourage and support Joint Venture partners, Head Contractors and key personnel involved in the rollout of our development projects to create their own Reconciliation Action Plan.	December 2023	National Mixed Use Design Manager



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group to drive governance and implementation of the RAP.	– Maintain Aboriginal and Torres Strait Islander people representation on the RAP Working Group.	June 2022, 2023	Head of Sustainability
	– Apply a Terms of Reference / Charter for the RAP Working Group.	June 2022	Sustainable Supply Chain and Development Manager
	– RAP Working Group to meet bi-monthly to drive and monitor RAP implementation.	August 2022	Sustainable Supply Chain and Development Manager
2. Provide appropriate support for effective implementation of RAP commitments.	– Continue to embed appropriate systems and capability to track, measure and report on RAP commitments.	June 2022	Sustainable Supply Chain and Development Manager
	– Embed key RAP actions in key performance indicators of senior management and all employees.	December 2023	General Manager Talent
	– Maintain an internal RAP leadership team sponsor to drive support for our RAP at the most senior levels of our organisation.	June 2023	Head of Sustainability

Action	Deliverable	Timeline	Responsibility
3. 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.	September 2022, September 2023	Sustainability Manager Community
	– Report RAP progress to all team members every six months.	December 2022, June 2023, December 2023	Head of Sustainability
	– Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2022, June 2023	Sustainability Manager Community
	– Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	August 2022, August 2023	Sustainability Manager Community
	– Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2024	Sustainability Manager Community
	– Provide bi-annual progress update to the Sustainability Committee and Board during the implementation of this RAP and provide update to the Sustainability Committee and the Board at the conclusion of this RAP.	December 2022, June 2023, December 2023, May 2024	Head of Sustainability
	– Publicly report our RAP achievements, challenges and learnings, annually through Vicinity’s Annual Report and Sustainability Report.	September 2022, October 2022	Head of Sustainability / Sustainability Analyst
4. Continue our reconciliation journey by developing our next RAP.	– Participate in Reconciliation Australia’s biennial Workplace RAP Barometer.	May 2024	Sustainability Manager Community
	– Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	April 2024	Sustainability Manager Community
	– Provide a traffic light report to Reconciliation Australia on completion of this RAP.	July 2024	Sustainability Manager Community
	– Register via Reconciliation Australia’s website to begin developing our next RAP.	April 2024	Sustainability Manager Community

Contact Details

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