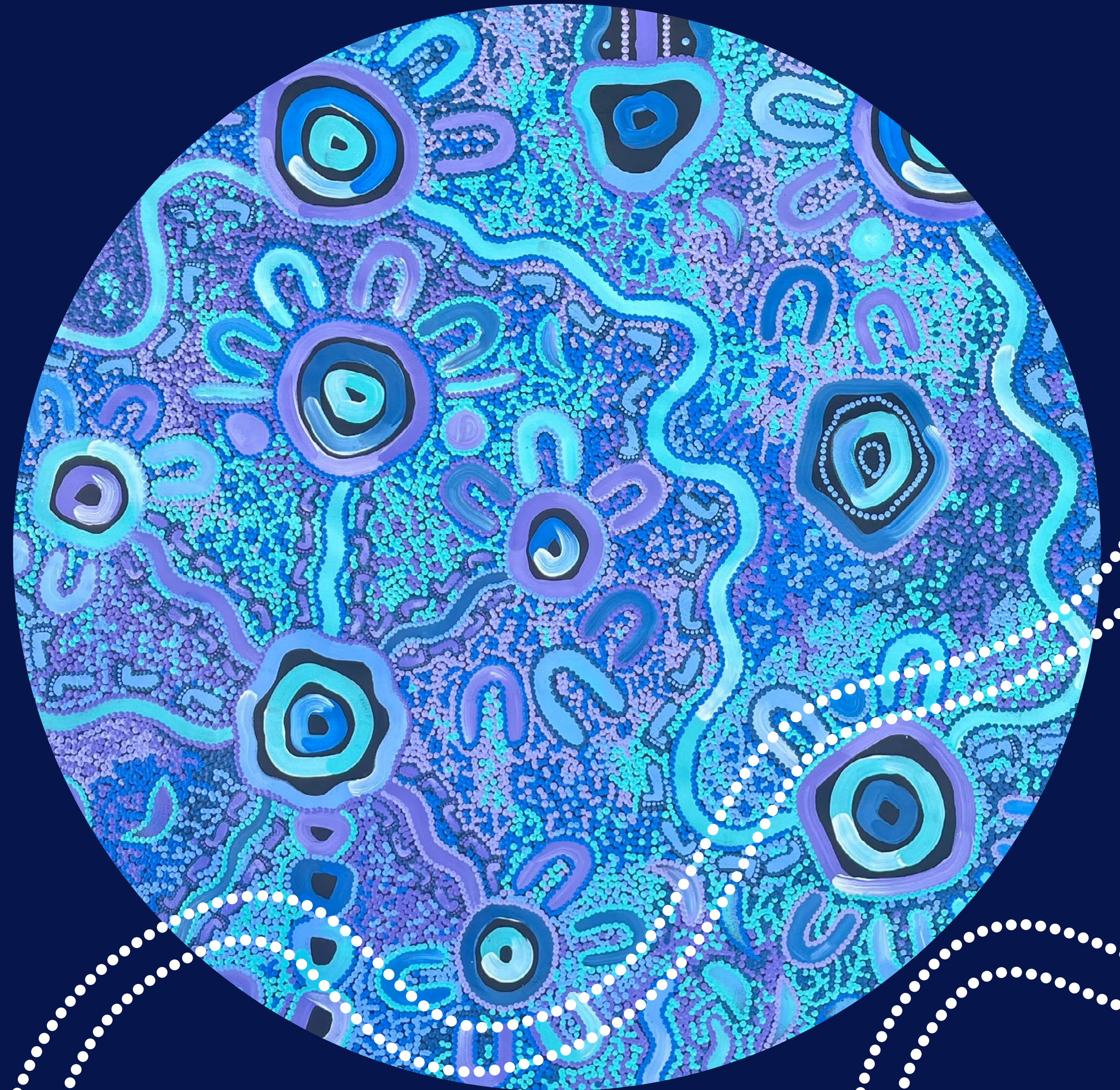


Northwest Healthcare Properties

# Reflect Reconciliation Action Plan

February 2024 – July 2025



RECONCILIATION  
ACTION PLAN

REFLECT

# Acknowledgement of Country

Northwest acknowledges the Traditional Owners of Country throughout Australia, especially the lands on which we live and work, and recognise their continuing connection to lands, waters and communities.

Northwest also acknowledges the Rangatiratanga of Māori as Tangata Whenua and Treaty of Waitangi partners in Aotearoa New Zealand.

We pay our respects to all First Nations peoples and to Elders past, present and emerging.



## About the Artist – T’Keyah Ware

T’Keyah Ware belongs to the Antikirinya / Wirangu peoples. T’Keyah was born in Port Augusta in 2002 and grew up in Ceduna, South Australia.

T’Keyah comes from a line of creative women and draws inspiration from her great grandmother and mother for her artworks and stories. She is a young artist with many notable accomplishments including:

- Awarded Highly Commended at the Our Young Mob exhibition;
- Featured on Vogue Living; and
- Collaborated with Royal Flying Doctors and Disney Australia

T’keyah started painting at the young age of 13 and today continues to learn from her mum, Kelly Taylor and explore ways to showcase her family and great grandmothers’ journey across country hunting and gathering traditional foods to survive off the land.

Her style of dot artwork is spread out over the canvas in multiple colours to give her paintings an eye-catching effect that makes her artworks exquisite, culturally significant, and breath-taking.



## About the Artwork

The artwork illustrates Northwest’s journey towards reconciliation in both Australia and New Zealand and how Northwest seeks to embed Indigenous culture within our identity. The artwork acknowledges the important role Northwest has as an owner, manager and developer of healthcare assets and precincts and the ambition to come together with First Nation’s to strengthen the relationship with Indigenous culture.

Our journey line captures our purpose and the essential role that our tenants play in creating spaces for healing. Every step captures the evolution that Northwest is undertaking through reconciliation, including providing healthcare services where they are most needed, realising our commitment to reconciliation, and coming together with First Nations peoples to share in and celebrate Indigenous culture through places of healing.



## Message from Northwest CEO

Northwest is proud to be launching our Reflect Reconciliation Action Plan (RAP), a first but important step in our reconciliation journey. Meaningful impact is at the heart of who we are at Northwest and what we do, and is cemented through our organisation’s purpose, identity and attributes.

As a business that specialises in owning, managing and developing healthcare assets and precincts across many locations including Australia and New Zealand, we acknowledge our responsibility to play a meaningful role in acknowledging, respecting and representing the communities we are working in.

We have an opportunity through our rarefied role in social infrastructure and private healthcare to improve health outcomes and access to healthcare for First Nations peoples. We will explore opportunities to do this through our assets, developments and strong partnerships with our healthcare operators.

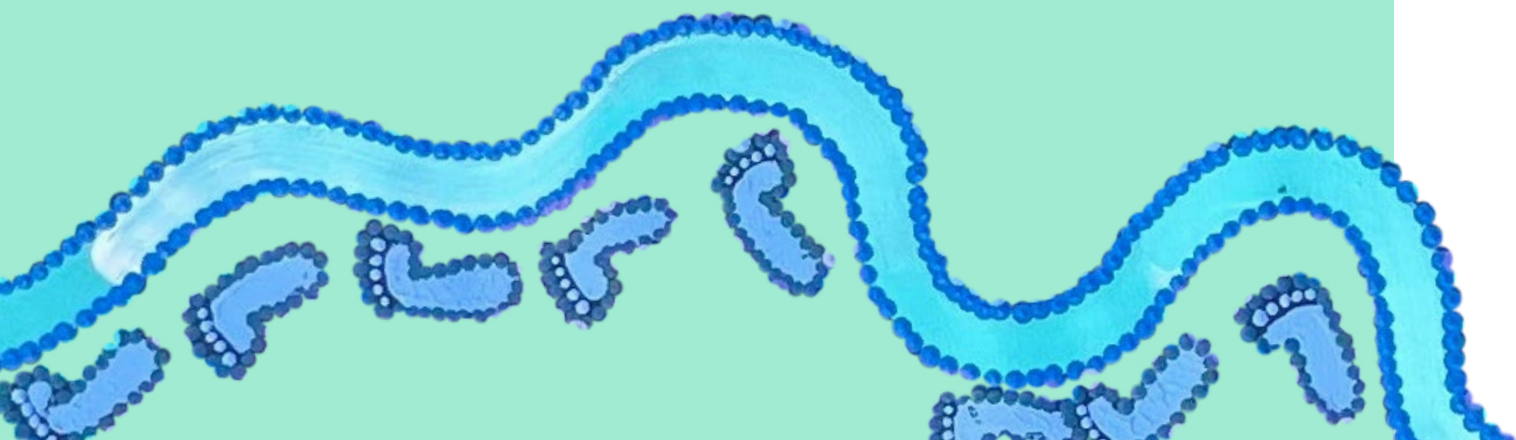
In doing so, we have an obligation to listen to and learn from First Nations peoples’ intrinsic

knowledge and connection to Country and to acknowledge this respect for the environment and history through built form.

I am particularly proud of our organisation’s commitment to deliver on our RAP commitments in both Australia and New Zealand.

We look forward to working more closely with Reconciliation Australia and taking these important first steps and learning and growing as an organisation.

**Craig Mitchell**  
Chief Executive Officer  
Northwest





## Inaugural Reflect RAP

### Reconciliation Australia welcomes Northwest Healthcare Properties REIT to the RAP program with the formal endorsement of its inaugural Reflect RAP.

Northwest Healthcare Properties REIT joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

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

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

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

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

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

Congratulations Northwest Healthcare Properties REIT, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Statement from CEO of Reconciliation Australia



# About Northwest

Founded in 2004 and publicly traded since 2010, Northwest (TSX: NWH.UN) is a global real estate investor and asset manager focused on properties and partnerships at the intersection of healthcare, knowledge and research.



Northwest's development RDX, Gold Coast QLD, a Vital Healthcare Property Trust asset

We're a real estate investment trust with more than C\$10 billion of assets under management, owning and operating a portfolio of more than 230 high-quality properties with a focus on hospitals, clinics and medical office buildings across Canada, the United States, Brazil, Germany, the Netherlands, the United Kingdom, Australia and New Zealand.



Anthony Cora (Minjungbal Traditional Owner) preparing to deliver the Smoking Ceremony with Uncle John Graham (Kombumerri Traditional Owner).

In Australia and New Zealand, Northwest has a portfolio of ~A\$6.0 billion in assets under management, making it the largest Australasian owner, manager and developer (for long-term ownership) of healthcare property. Northwest employs ~60 staff in the region with offices in Melbourne, Sydney, Gold Coast and Auckland. Based on a survey conducted in August 2022, we understand that we currently have no staff who identify as an Aboriginal or Torres Strait Islander person.

Northwest's purpose is **"connecting place and possibility"** in healthcare, education and research, by developing and maintaining environments where innovative solutions are created, refined and delivered to the communities in which we operate. We believe in creating, renewing and enhancing healthcare infrastructure that is sustainable and positively contributes to quality healthcare and enables our partners to deliver critical health services where they're needed most.

Extending on this organisational purpose, we have four principles that define the characteristics of our people and our organisation more broadly. These principles reflect our identity and align with our purpose as an organisation.

## Our Principles

- 🎯 Challenges make us.
- 🎯 People move us.
- 🎯 We embrace the big picture.
- 🎯 We grow from diversity.

Together these principles, coupled with our organisational attributes (**Open, Active, Insightful, Bold, Modern and Forward**) demonstrate who we are, what we stand for and the impact that we are looking to have within our community.

It is with this purpose and principles that we look to commence our reconciliation journey as a business.

# Our Journey

At Northwest, we recognise that we have a social responsibility not only to achieve better health outcomes in the communities we serve (through our relationships with our tenants and operating partners) but also to improve reconciliation outcomes.

Through our reconciliation journey, we are seeking to engage with, learn from and connect in a meaningful way with First Nations peoples, as the Traditional Custodians of the land.

We are committed to manifesting our reconciliation ambitions through the development of our Reflect Reconciliation Action Plan (Reflect RAP) to integrate reconciliation practices into our day-to-day business and leverage these reconciliation practices in our sphere of influence.

## Northwest's Reflect RAP seeks to:

- Build baseline cultural knowledge and understanding with our staff in the region.
- Leverage our influence with community stakeholders, staff, construction partners, tenants and operating partners to improve reconciliation outcomes.
- Drive tangible, targeted actions with measurable benefits.

Uncle Ivan Wellington welcomed the project stakeholders and delivery team on Dharawal Land through a traditional smoking ceremony at the sod turn of Stage 1 of the Macarthur Health Precinct.








Our desire to take a more purposeful and structured approach to reconciliation aligns with our identity and purpose as an organisation and our Environmental, Social and Governance (ESG) Strategy which is grounded in the conviction that ESG is at the heart of the value we deliver to stakeholders.



Attendees were Welcomed by Uncle John Graham & Anthony Cora in a Traditional Smoking Ceremony to cleanse and connect people on Country.

There is strong alignment between the objectives for our Reflect RAP and our ESG Strategy which seeks to increase partner, employee and tenant engagement and to support the communities where Northwest operates through five social goals:

-  **inclusive culture**
-  **employee wellbeing**
-  **better outcomes**
-  **impactful investments, and**
-  **stronger partnerships**

This alignment with policy holds us to account and will ensure Northwest delivers on our Reflect RAP.

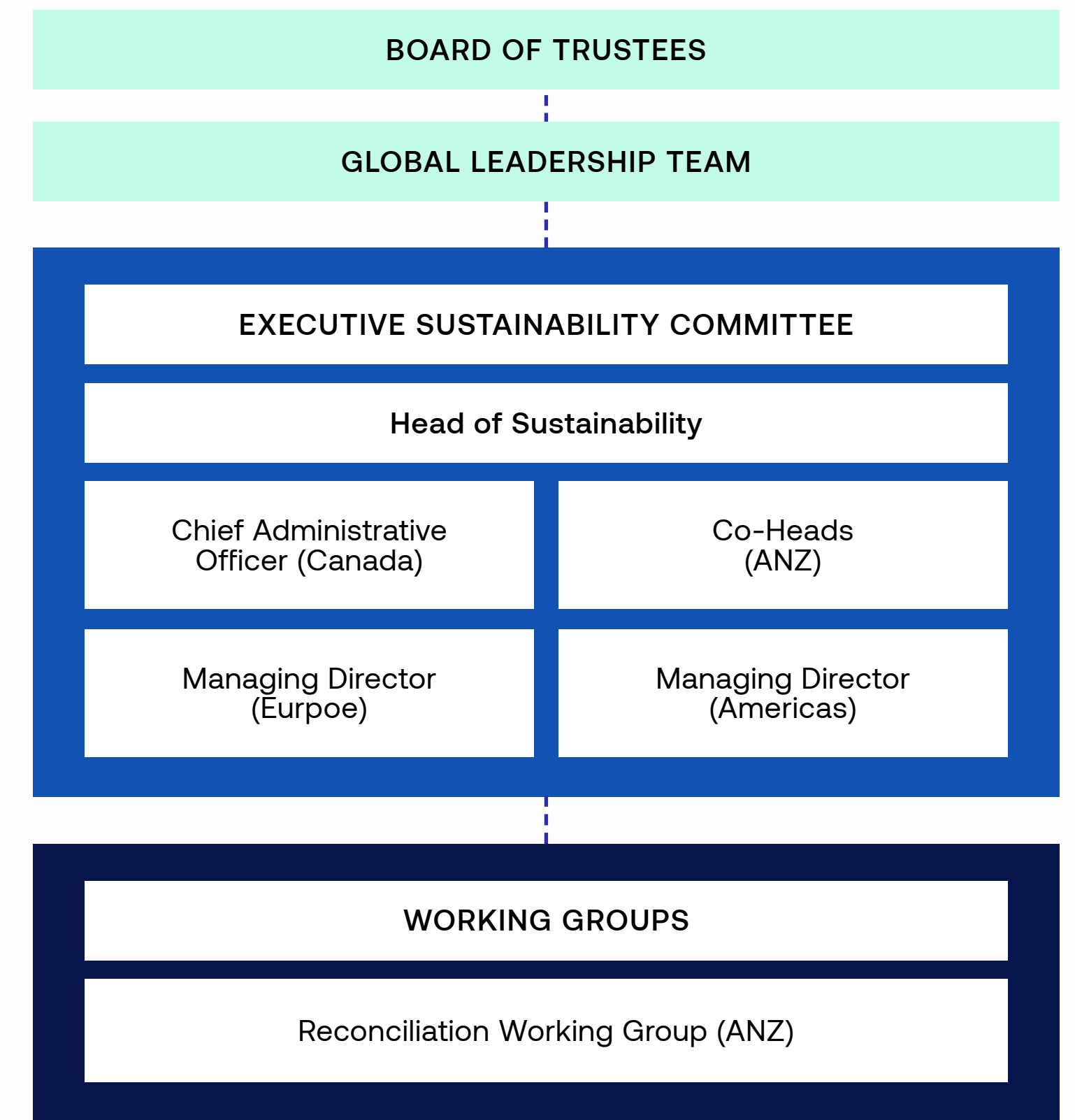
In addition, we have established organisational cadence to govern the implementation of our Reflect RAP championed by Richard Roos, Co-head ANZ Region. As our Executive Sponsor, Richard is responsible for advocating and driving internal engagement and awareness of our RAP and that we achieve the deliverables we have committed to. Our Reconciliation Working Group (RWG) is comprised of staff representing all aspects of our business:

- Richard Roos, Co-head ANZ Region (Executive Sponsor)
- Taya Kirris, Senior Bid and Development Manager (Chair)
- Georgie Huxley, Vice President Leasing
- Liz Ingram, Sustainability Associate
- Abbey Pickering, Sustainability Associate

At the commencement of our RAP development process we engaged with our regional leadership team to establish the strategic intent and direction of Northwest's RAP.

This has guided the development of the RAP.

Our RAP has been endorsed by our Board and Regional Senior Leadership Team. Our RWG reports to our Executive Sustainability Steering Committee, as illustrated in the governance structure below.



# Our Partnerships and Current Activities

As part of Northwest's journey we have undertaken the following activities.



Paperbark leaves from the flowering melaleuca trees nearby are used to create a 'cleansing' smoke

**01** Assessed our current practices as a business and identified areas to improve and grow.

**02** Surveyed staff to obtain a baseline understanding of cultural awareness across our Australia and New Zealand business.

**03** Provided our staff with education and cultural awareness training.

**04** Engaged Arrilla Consulting (a majority First Nations owned business) to support us on our reconciliation journey.

**05** Investigated options for the recognition of First Nations cultures and heritage across our portfolio.

**06** Engaged local First Nations community members at development sites e.g., Campbelltown (Dharawal) and Playford (Kurna), marking the commencement of construction with smoking ceremonies and a Welcome to Country.

**07** Consulted with local First Nations community during the design phase of key developments (i.e., Campbelltown) to incorporate feedback on Connecting with Country and designing for Country.

**08** Engaged local First Nations artists to commission artworks on developments (e.g., Playford (Kurna)).

**09** Connected with like minded organisations to understand their reconciliation journey and lessons learned, and identify opportunities to collaborate more closely as we progress on our own reconciliation journey.



10

Commissioned an artwork by up and coming First Nations artist, T'keyah Ware which reflects Northwest's reconciliation journey and will be displayed within our Regional Head Office in Melbourne and is featured in our Reflect RAP. Northwest offices now display a CALD map within their offices and we have mapped out our assets and development sites to better understand the Country our sites sit within. The ability to identify Country is the first step in enabling our teams to engage with the local First Nations communities to better understand culture, heritage, history including opportunities to incorporate this within the built form. This will be further enhanced with the establishment of the framework which will guide our development and asset management team.

11

We have used some of our more recent precinct developments that are in the early phases of development to start establishing a framework to design and incorporate Country within our design.

12

As part of Northwest's commitment to reconciliation the RAP working group facilitated an externally-led education session on the Voice to Parliament and referendum to help inform staff as well as sharing useful material with staff to help them hear a diverse range of perspectives and facts about the Voice to Parliament referendum.

13

Northwest is committed to increasing First Nations participation on our developments and to date has undertaken a review across our key developments in our portfolio and have identified this as an area where we can improve and leverage our sphere of influence for positive change. Based on the data collected, on Stage 1 of our Macarthur Health Precinct we are pleased to report that ~3.5% of the Contract Price is spent on First Nations peoples/ businesses.

As referenced previously, we engaged with our staff via survey in August 2022 as part of our reconciliation journey and asked them to volunteer their cultural background, including whether they identified as First Nations people.

Based on the survey responses, we understand that we currently have no staff who identify as First Nations people. Whilst this may be our baseline as we commence our journey, through our Reflect RAP we will identify mutually beneficial employment opportunities for First Nations people (including seeking to engage a First Nations representative on our RWG) and explore procurement opportunities to support First Nations-owned businesses.

Jack Bucksin from the Kuma Kaaru team conducted a Welcome to Country and Smoking Ceremony at the site of Vital Healthcare Property Trust's Playford Health Hub (managed by Northwest) in Adelaide South Australia, on the land of the Kurna people, to mark the commencement of construction of Stage 2 of the precinct.



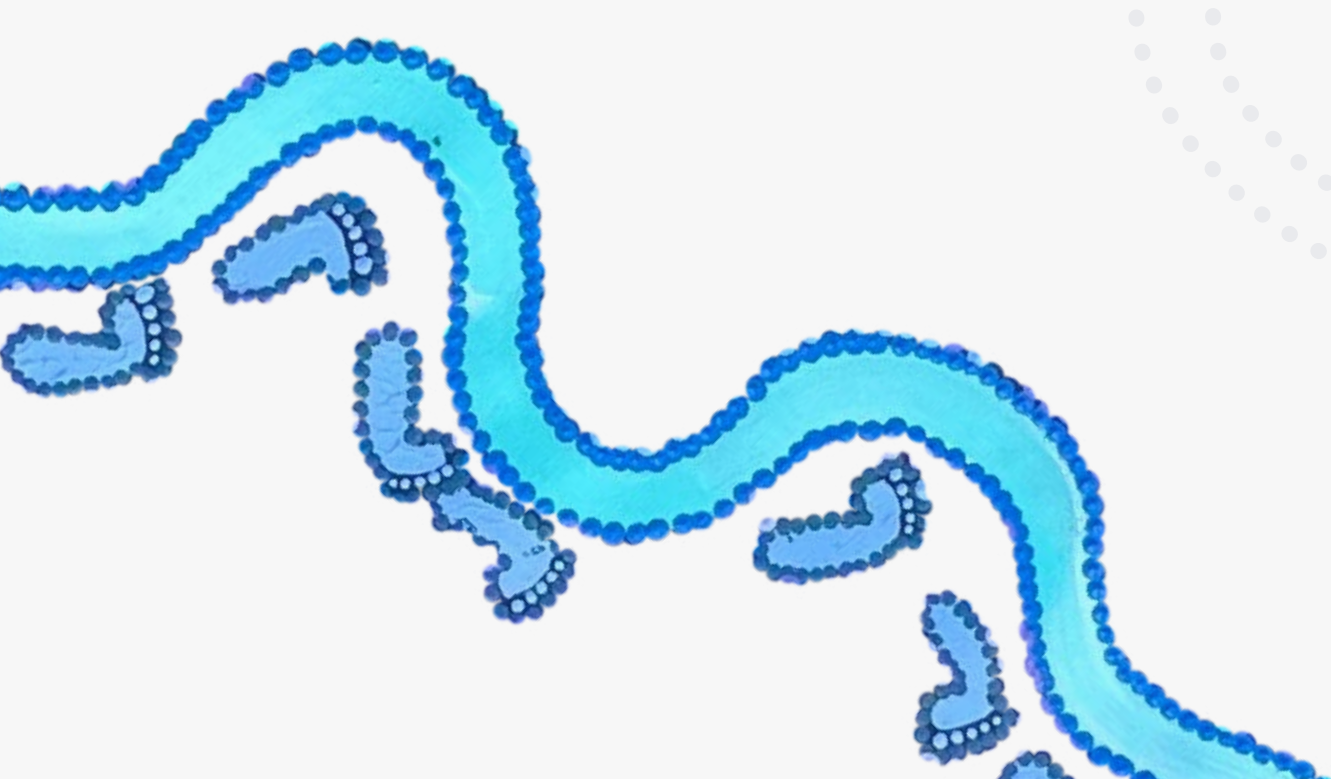
Action	Deliverables	Timeline	Responsibility
01 Establish and strengthen mutually beneficial relationships and partnerships with First Nations stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	July 2024	Sustainability Associate
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	July 2024	Sustainability Associate
02 Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2024	RWG Chair
	<ul style="list-style-type: none"> <li>RWG members to participate in at least one external NRW event.</li> </ul>	27 May- 3 June, 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May- 3 June, 2024	Executive Sponsor
03 Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	February 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Continue to identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	December 2024	Sustainability Associate
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	December 2024	RWG Chair
04 Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	July 2024	Executive Sponsor
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	July 2024	Executive Sponsor

Action	Deliverables	Timeline	Responsibility
<b>05</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	February 2024	Sustainability Associate
	<ul style="list-style-type: none"> <li>Continue to review cultural learning needs within our organisation.</li> </ul>	February 2024	Executive Sponsor
	<ul style="list-style-type: none"> <li>Provide training to our Development Managers to improve their understanding of how to design assets that acknowledge and care for Country and create spaces that are inclusive and respectful of the land, communities and history of the sites we develop on.</li> </ul>	July 2024	Sustainability Associate
<b>06</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Continue to develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	December 2024	Sustainability Associate
	<ul style="list-style-type: none"> <li>Establish framework and provide to relevant staff on best practice in consulting with Traditional Owners of Country to incorporate elements important to them, including recognising Country and other local First Nations features in physical infrastructure and communications regarding Northwest's new developments.</li> </ul>	July 2024	Sustainability Associate
	<ul style="list-style-type: none"> <li>Acknowledge Country in our publications and on our website and in email signatures during key periods e.g. when launching NW's RAP, NAIDOC Week and Reconciliation Week.</li> </ul>	February 2024	Sustainability Associate
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, and encourage staff to adopt protocols at events and significant meetings.</li> </ul>	February 2024	Sustainability Associate
<b>07</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Continue to raise awareness and share information to Northwest staff about the meaning of NAIDOC Week.</li> </ul>	June 2024	VP Leasing
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	June 2024	VP Leasing
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week of July 2024	VP Leasing

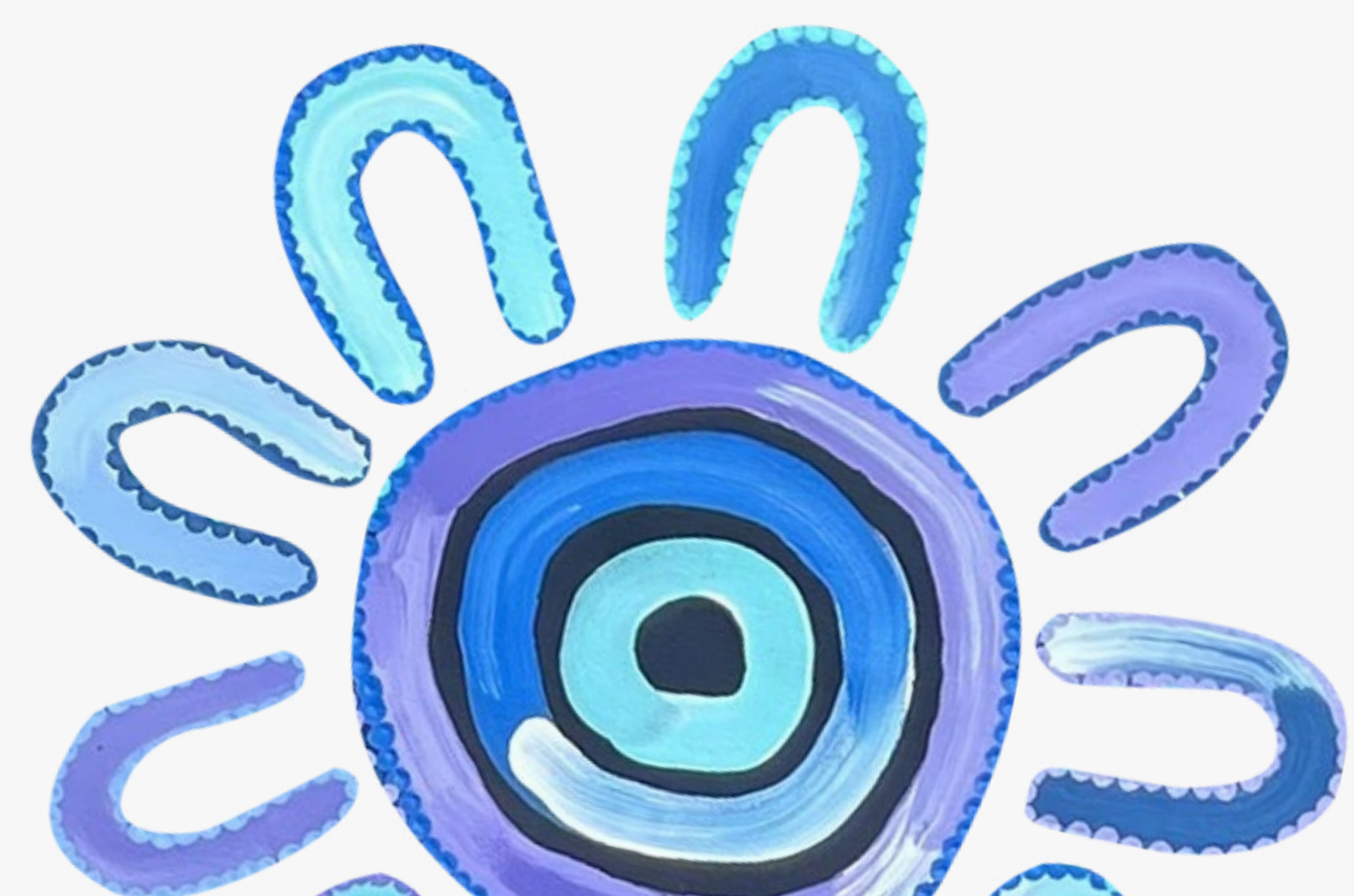
Action	Deliverables	Timeline	Responsibility
08	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	December 2024	Executive Sponsor
		February 2024	RWG Chair
09	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	December 2024	VP Leasing
		December 2024	RWG Chair
		July 2024	VP Leasing

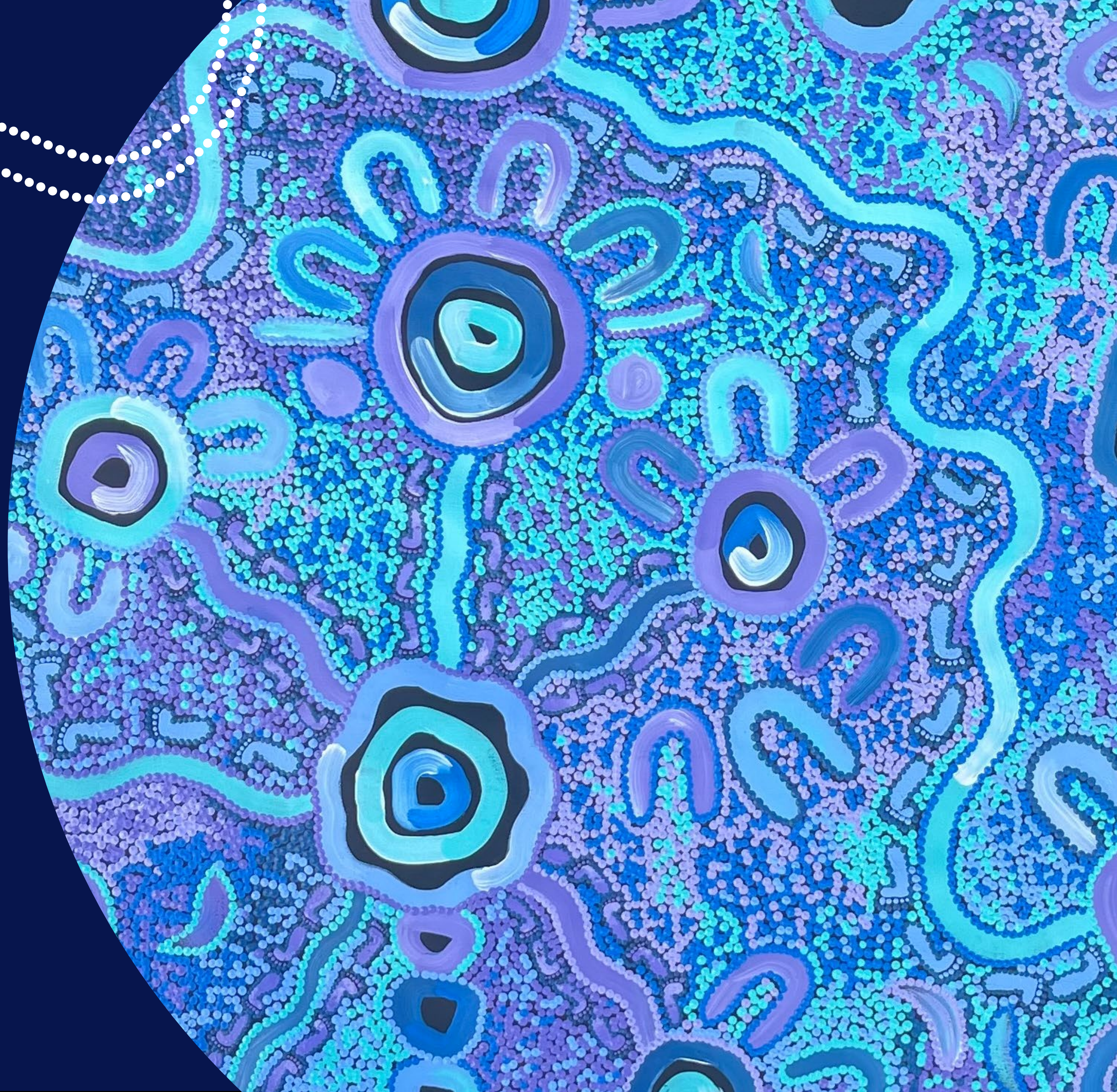


Action	Deliverables	Timeline	Responsibility
10 Establish and maintain an effective RWG to drive governance of the RAP	<ul style="list-style-type: none"> <li>Continue to support our RWG to govern RAP implementation.</li> </ul>	February 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Periodically review Terms of Reference for the RWG.</li> </ul>	February 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Establish First Nations representation on the RWG.</li> </ul>	July 2024	Executive Sponsor
	<ul style="list-style-type: none"> <li>Report to Executive Sustainability Committee and staff quarterly on progress of RAP actions.</li> </ul>	February 2024	RWG Chair
11 Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Periodically review resource needs for RAP implementation.</li> </ul>	February 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Continue to engage senior leaders in the delivery of RAP commitments.</li> </ul>	February 2024	RWG Chair & Executive Sponsor
	<ul style="list-style-type: none"> <li>Continue to encourage our senior leader to champion our RAP internally.</li> </ul>	July 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	July 2024	Executive Sponsor



Action	Deliverables	Timeline	Responsibility	
12	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	July 2024	RWG Chair
		Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	RWG Chair
		Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	RWG Chair
		Share RAP targets with infrastructure construction partners and tenants/operating partners to align and leverage reconciliation and other sustainable and diversity, equity and inclusion (DE&I) objectives.	July 2024	RWG Chair
13	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2024	RWG Chair





## Contact

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