

Mirvac's Reconciliation Action Plan

July 2017–July 2019



connected
cultures





Our Vision for Reconciliation

Change isn't something that happens overnight, it can only happen through true collaboration, partnership and education. Our vision for reconciliation acknowledges this and draws on Mirvac's own corporate values: to Act with Integrity; Take Ownership; Strive for Excellence; Work as One Team; and to Value our Customers and Business Partners.

As an Australian property owner, developer and manager our business is fundamentally linked to the land of Australia's First Peoples, and exists because of their continued stewardship of the land. Our vision acknowledges this role and looks at how we can contribute towards building respect, supporting education, creating opportunities and building on our relationships with Aboriginal and Torres Strait Islander peoples.

We also acknowledge the importance of economic independence and empowerment being vital in the effort to bridge the gap between the long-term wellbeing of Indigenous and non-Indigenous Australians. That is why our long-term goal is to see tangible outcomes driven by the capability of our people to identify, recruit, retain and benefit from a more culturally diverse community of employees, partners, customers and suppliers in order to strengthen our business and deliver greater economic independence for Aboriginal and Torres Strait Islander peoples.



MIRVAC CHIEF EXECUTIVE OFFICER
& MANAGING DIRECTOR
Susan Lloyd-Hurwitz

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Chief Executive Officer & Managing Director
Mircac

Mirvac Innovate RAP: CEO Statement

Reconciliation Australia congratulates Mirvac on the endorsement of its first Reconciliation Action Plan (RAP), which will build the foundations for the relationships, respect and opportunities essential to reconciliation.

This Innovate RAP will assist Mirvac to develop a solid RAP governance model and build the business case for future commitments to cultural learning, practising cultural protocols, and promoting Aboriginal and Torres Strait Islander employment.

In its first RAP, Mirvac has demonstrated a keen commitment to offer at least one volunteer opportunity in each state for employees with Aboriginal and Torres Strait Islander organisations, as part of its National Community Day each year.

Commitment to showing respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is demonstrated in Mirvac's RAP through its actionable goal to develop and communicate an internal web-based resource to share local cultural and historical knowledge of the land where Mirvac assets are located.

Mirvac's dedication to providing opportunities and employment pathways for Aboriginal and Torres Strait Islander peoples is communicated through its commitment to investigating the possibility of funding scholarships for an Aboriginal or Torres Strait Islander student studying at university.

On behalf of Reconciliation Australia, I commend Mirvac on its inaugural RAP and look forward to following its reconciliation journey.



Justin Mohamed
Chief Executive Officer
Reconciliation Australia



RECONCILIATION AUSTRALIA
CHIEF EXECUTIVE OFFICER
Justin Mohamed



Our Business

Mirvac is an Australian property group that creates, owns and manages a diverse portfolio of assets across the office, retail, industrial and residential sectors. At Mirvac, we take our contribution to Australia's major cities seriously, and our purpose - to Reimagine Urban Life - encourages and inspires us to question how we conduct business. We find ourselves continuously searching for ways we can redefine the landscape to create more sustainable, connected and vibrant urban environments that will benefit generations to come.

Mirvac proudly employs around 1,400 people in New South Wales, Queensland, Victoria, ACT and Western Australia, five of whom identify as Aboriginal or Torres Strait Islander people. The responses received through our employee survey on Indigenous cultures identified over 70 employees who want to be more actively involved in our Reconciliation journey.



Our Reconciliation Action Plan

As part of our sustainability strategy, "This Changes Everything," and our Enriching Communities mission to demonstrate community investment within and beyond our boundaries, Mirvac has committed to developing a Reconciliation Action Plan (RAP) by 2017.

We know it's important to our employees and business to promote and support diversity and equality, and our customers similarly expect us to be aligned with their commitments to reconciliation. Historically, Mirvac has collaborated with and supported a range of Indigenous organisations through activities such as our annual Community Day, workplace cultural training, heritage interpretations and Aboriginal and Torres Strait Islander apprenticeships. This is why a RAP is a natural next step for us to reinforce Mirvac's commitment to reconciliation.

Engaging with organisations actively supporting reconciliation was critical in developing our RAP. We started our RAP journey by reviewing historical and existing relationships we have with Aboriginal and Torres Strait Islander communities, local Elders, community groups and charities. These activities ranged from planning and heritage consultations through to the naming of sites, commissioning of art, as well as education and employment programs.

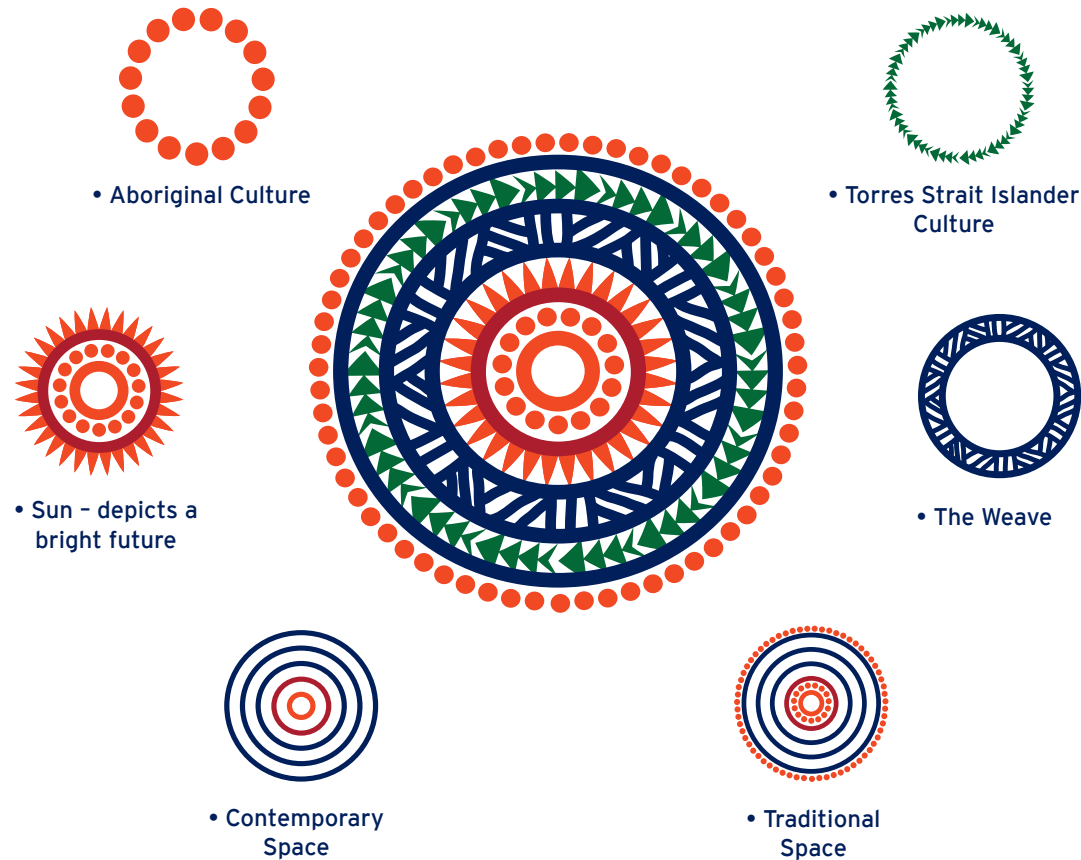
Our first survey of employees on issues relating to Indigenous Australians found low awareness and low confidence around respectful engagement and developing relationships. Approximately 25 per cent of the workforce responded to the survey, highlighting a need to provide more opportunities, information and education to build confidence and forge links within and outside our business with Australia's First Peoples.

The second phase of our RAP journey will take an honest look at the particular barriers to entry Aboriginal and Torres Strait Islander people face as potential employees of and suppliers to Mirvac. It will identify the barriers and set up frameworks and strategies to overcome them.

It is envisaged our first RAP will be a meaningful process that helps us on our journey towards reconciliation whilst acknowledging that this will be a lifelong journey for us all at Mirvac.



Woven Cultures motif (meaning of elements)



Connected Cultures

Past Present and Future of Mirvac

The Mirvac Connected Cultures element represents the Past, Present and Future of the Mirvac organisation. This element acknowledges the Traditional owners of the land and gives respect and recognises their cultures and beliefs. The **Present** considers the contemporary, and the land where Mirvac builds and constructs. The **Future** signifies coming together and working toward a better future for all Australians.



ABOUT THE ARTIST

The Mirvac Connected Cultures symbols were created by Riki Salam of We are 27 Creative. Riki developed the elements in conjunction with the RAP working group to effectively portray the vision of Mirvac.

Our RAP Team

Mirvac's Reconciliation Working Group (RWG) was established with the aim to provide a wider business perspective on the Connected Cultures program. Our RWG comprises of three Aboriginal and Torres Strait Islander people, including employees, local Indigenous community partners, as well as other Australians.

Mirvac's commitment to produce an Innovate RAP was championed by many leaders of the business. **Chris Akayan**, Head of Culture and Reputation was the leadership team sponsor and is chair of our RWG. **Sarah Breavington**, Group Sustainability Manager is our RAP Manager responsible for championing the RAP and monitoring its progress. Many other senior business leaders across all divisions and states have stepped forward to participate in the RAP.

The RAP Working Group also includes the roles of: General Manager for Commercial Development, Residential Development Managers, Senior Development Manager, Residential Project Director, Place Manager, O&I HSE Administrator, Retail Portfolio Manager, Retail Leasing Assistant, Operations Manager, Construction Sustainability Manager, Sustainability Graduate, Personal Assistant, Taxation Manager - Compliance and FM Procurement Manager.

Although the team has diverse experiences, knowledge and cultural backgrounds, what brings them together is a shared vision to create genuine, sustainable opportunities for Australia's First Peoples. The RAP team will meet once a quarter to review the progress of the RAP and will be accountable for the RAP's implementation and timelines.

**"stronger
Australian
communities"**

8 Chifley Square Sydney
I STAY (Ngaya ngalawa)
by Jenny Holzer

I STAY (Ngaya ngalawa) by Jenny Holzer was launched on the 17th of May 2014, on the Plaza of 8 Chifley Square. Featuring approximately 300 songs, poems, stories, autobiography and other texts by Aboriginal and Torres Strait Islander authors from across Australia, I STAY (Ngaya ngalawa), is a unique creation that bears witness to the history, the stories, and the personal and political struggles of the Indigenous people of Australia.

"Writing by Aboriginal and Torres Strait Islander authors was most compelling; it illustrates that what happens to individuals and groups, happens to society. The human themes here make this public space integrate and honour the personal," Jenny Holzer.

For a full list of acknowledgements and copyright information please see www.istaybyjennyholzer.com

I STAY (Ngaya ngalawa), 2014. LED sign with blue, green & red diodes. © 2014 Jenny Holzer, member Artists Rights Society (ARS), NY.




relationships

Mirvac is committed to building stronger relationships with Aboriginal and Torres Strait Islander peoples.

relationships

Mirvac is committed to building stronger relationships with Aboriginal and Torres Strait Islander peoples through existing relationships, stronger customer engagement and by strengthening our employees' knowledge of Indigenous cultures.

At Mirvac we understand that building relationships with local Aboriginal and Torres Strait Islander people will enrich the communities in which we operate. We believe that only through increased collaboration and stronger engagement with Australia's First Peoples can we contribute to a sustainable future for Australian cities and the communities within.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.	Establish Terms of Reference for the RWG.	July 2017	RAP Manager
	RWG oversees the development, endorsement and launch of the RAP.	July 2017	RAP Manager, RWG Members
	Ensure Aboriginal and Torres Strait Islander representation on the RWG.	July 2017	RAP Manager
	RWG to meet at least quarterly to track and review actions and deliverables.	August, November, February and May	RAP Manager, RWG Members
	Investigate forming an external Aboriginal and Torres Strait Islander Advisory Group to advise on our RAP targets and provide guidance on proposed initiatives.	July 2018	Group Sustainability Manager

relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Celebrate and participate in National Reconciliation Week (NRW) to strengthen relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Organise at least one internal event for NRW each year.	May 2018, 19	Group Sustainability Manager and RWG Members
	Register our NRW event via Reconciliation Australia's NRW website.	May 2018, 19	Sustainability Graduate
	Support an external NRW event.	May 2019	Sustainability Graduate
	Ensure our RWG participates in an external event to recognise and celebrate NRW.	May 2019	RWG Members
	Mirvac's Retail and Office divisions to support requests to celebrate NRW within our assets.	May 2018, 19	General Manager Retail, General Manager, Asset Services and Facility Management
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander communities and organisations to support positive outcomes.	Generate a hubsite on the intranet for easy access to information about established relationships with Aboriginal and Torres Strait Islander communities.	February 2018	Sustainability Graduate
	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	May 2018	Group Sustainability Manager and RWG Members
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	December 2018	Group Sustainability and RWG Members
	Deliver at least one volunteer activity in each state for employees to volunteer with an Aboriginal and Torres Strait Islander organisations as part of our National Community Day.	November 2017, 18	Community Day Manager



focus

Our focus is to establish a robust RAP Working Group that will work to encourage communication and strengthen partnerships between the Mirvac community, our customers and Australia's First Peoples. We also intend to further strengthen our Indigenous charitable partnerships and the Aboriginal and Torres Strait Islander communities in which we operate.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	Promote reconciliation through ongoing active engagement with stakeholders.	Review in July 2017, 18, 19	RWG Members and Mirvac Leadership Team
	Develop and implement a strategy to communicate our RAP to internal and external stakeholders.	July 2017	Group Communications Manager
	Hold an event to communicate the launch of our RAP to internal and external stakeholders.	July 2017	Group Sustainability Manager and Group Communications Manager
	Present RAP to our Board, Executive Leadership Team and Mirvac Leadership Team.	June 2017	Group Sustainability Manager
	Ensure RAP commitments are incorporated into each divisions' business delivery plans.	July 2017, 18, 19	RWG with support from Group Sustainability Manager
	Ensure that the RAP is easily accessible for all employees on the hub site and through our on-boarding process, as well as in general areas.	August 2017	RWG with support from Group Sustainability Manager, RAP Manager



Mirvac's Community Day – Tribal Warriors

The Tribal Warrior Association was established to spread and vitalise Aboriginal cultures while providing economic and social stability. Every year, Mirvac hosts a nationwide community day where employees volunteer at an organisation for a day. For the last two years, Mirvac supported Tribal Warriors by participating in a morning breakfast and a boxing class with local Indigenous residents, helping with boat renovations and crucial maintenance and transforming a mentoring space.

Shane Phillips, the Chairman and CEO of Tribal Warriors explains that "People learn about each other, you learn about each other, you learn new benchmarks, you learn new networks. Being able to connect is actually the most powerful thing". Our National Community Day embodies this, and Mirvac looks forward to an ongoing partnership with Tribal Warriors.



"Being able to connect is actually the most powerful thing"



“diversity and heritage”



respect

Mirvac understands the direct impact our developments have on both land and peoples.

Mirvac understands the direct impact our developments have on both land and peoples. To ensure the communities we operate in are strong and thrive, we recognise the need to respect and reflect the diversity and heritage of the Traditional Owners of the land.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Develop and implement an internal cultural awareness training strategy, which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	March 2018	Co-Head HR, RAP Manger and General Manager - Organisational Development & Business Partners
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	July 2017	Co-Head HR, Group Sustainability Manager
	Deliver a cultural training event for the Board, the Mirvac Leadership team, RWG members, RAP champions, HR managers, Diversity and Inclusion Committee and other key leadership staff.	May 2018	Co-Head HR, Group Sustainability Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure shared meaning.	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country and ensure it is easily accessible.	January 2018	Corporate Communications Manager and RWG Members
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	January 2018	Group Sustainability Manager and Communications Manager
	Invite a Traditional Owner to provide a Welcome to Country to all major new development project openings	Review quarterly in 2018, 2019	Division Marketing Managers and Group Communications Manager
	Ensure the openings of all Mirvac major internal and external events include an Acknowledgement of Country from Mirvac senior leadership	Review quarterly in 2018, 2019	Group Communications Manager
	Post Acknowledgement of Country plaques in every state foyer area and in meeting rooms that hold over 10 people	August 2017	Group Sustainability Manager and RWG Members
	Ensure that the inclusion of an Acknowledgement of Country is incorporated into guidelines for all events held at Mirvac offices	January 2018	State Office Managers
	Ensure that each new major project completes a smoking ceremony at the start of the construction process	July 2019	Construction Sustainability Manager



focus

Our focus is to support educational opportunities for our employees and leadership team to engage with Aboriginal and Torres Strait Islander peoples, cultures and histories. We want to ensure all employees have access to the tools and knowledge to participate in cultural protocols and to better understand their importance.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their culture and communities by celebrating NAIDOC Week.	Review HR policies and procedures to ensure there are no barriers to employee participation in NAIDOC Week.	November 2017	Co-Head HR and General Manager - Organisational Development & Business Partners
	Develop NAIDOC week resources to be included on the internal hubsite.	February 2018	Sustainability Graduate
	Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate in a local NAIDOC Week event.	June 2018 and 2019	Sustainability Graduate
	Host at least one event per year in each state to celebrate NAIDOC Week.	July 2019	Division Managers, RAP Manager, RWG members
8. Acknowledge and promote respect for Aboriginal and Torres Strait Islander peoples through cultural awareness at Mirvac developments.	In consultation with Traditional Owners, develop and communicate an internal web-based resource to share local cultural and historical knowledge of the land where Mirvac assets are located.	March 2019	RAP Manager, RWG Members, Development Managers
	All new developments where art or heritage interpretation is commissioned, at least one Aboriginal or Torres Strait Island artist is to be short listed.	Review quarterly in 2018, 2019	Development Managers
	All retail centres to deliver at least one event per year that supports local Aboriginal and/or Torres Strait Islander cultures and communities.	Review Quarterly in 2018, 2019	Centre Management, RWG Members
	Install signage, artwork, or visual public acknowledgement of Traditional Owners at existing Mirvac owned and managed sites.	Review Quarterly in 2018, 2019	RWG Members, RAP Managers, Asset Managers
	Acknowledgement of Traditional Owners within sales suites or marketing materials for all residential developments. Branding guidelines to be developed to enable tailored inclusion across all projects.	December 2018	National Marketing Director, Residential

Orion Shopping Centre NAIDOC Week

Orion Springfield Central shopping centre, located in Queensland, celebrated NAIDOC week holding a series of free workshops for children and an interactive educational program held over the school holidays. Local Indigenous artists in the Ipswich community were engaged to teach the children a variety of skills, ranging from Boomerang decorating to Aboriginal dance workshops. The artists and children discussed the importance of culture for Indigenous Australians - through painting, song and dance.

As well as this, children created their own Sea and Land Animal Canvasses using a variety of Aboriginal symbols. The community surrounding the shopping centre described the workshops as "a very important celebration of Australia's First Nations People," and the campaign generated an enormous amount of goodwill throughout the community.



"goodwill throughout the community"





art @ 200 George Street

Our new Sydney Headquarters opened at 200 George Street in July 2016, and we were fortunate to have renowned artist, **Judy Watson**, design a major piece for the main foyer.

Judy Watson ngarunga nangama: calm water dream 2016

"The artwork follows the line of the tank stream and the history of this site. It is watery and light, drawing upon the elements, including the beautiful, natural sandstone that was excavated from beneath the ground. I want the viewer to feel a connection with this place and its memories, awash with the water of the tank stream."





“opportunities that promote stronger engagement”

opportunities

Mirvac’s Diversity and Inclusion strategy recognises the need for diversity of thought, creating an inclusive culture alongside flexibility in the workplace.

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Mirvac's Diversity and Inclusion strategy recognises the need for diversity of thought, creating an inclusive culture alongside flexibility in the workplace. We believe in creating opportunities that promote stronger engagement with Aboriginal and Torres Strait Islander peoples, as this is a critical element in achieving our strategy as well as enabling pathways into direct employment.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes at Mirvac.	Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy.	September 2018	HR Recruitment Manager
	Engage with Aboriginal and Torres Strait Islander employees to consult on employment strategies, including professional development.	May 2018	HR Manager, RWG Members
	Capture baseline data of Aboriginal and Torres Strait Islander employees within Mirvac to inform future employment opportunities.	July 2017	HR Manager, RWG Members
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.'	December 2017	Co-Head HR, RAP Manager and General Manager - Organisational Development & Business Partners
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants.	May 2018	HR Recruitment Manager
	Advertise all internship vacancies within Aboriginal and Torres Strait Islander media.	July 2018	HR Recruitment Manager

opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Increase Aboriginal and Torres Strait Islander supplier diversity within Mirvac.	Define a clear procurement strategy for improved supplier diversity within Mirvac with specific targets to support Indigenous owned businesses across all divisions.	August 2018	Group General Manager, Procurement
	Review procurement policies to identify and remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2018	Group General Manager, Procurement
	Develop and communicate to employees a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	August 2018	RWG Members, Group General Manager, Procurement
	Become a member of Supply Nation.	September 2017	Group Sustainability and Group Procurement
	Trial Indigenous procurement with at least two suppliers within our construction division.	June 2018	Construction Sustainability Manager and Group Procurement
	Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander business.	June 2018	Group General Manager, Procurement
	Deliver at least one Supply Nation workshop and training.	July 2018	Construction Sustainability Manager



focus

Our focus is to support educational opportunities for Aboriginal and Torres Strait Islander peoples through strategic partnerships and student support. We also hope to ensure there are no barriers to success at Mirvac for Aboriginal and Torres Strait Islander peoples and will explore ways to increase employment and supplier diversity.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Support Aboriginal and Torres Strait Islander students to promote positive educational outcomes.	Commit to participate in Career Trackers with at least three interns per year.	November 2017, 2018, 2019	HR, Group Sustainability, Executive Leadership team
	Investigate opportunities as part of The Smith Family partnership to improve educational opportunities for Indigenous students.	January 2018	Culture & Reputation Program Manager and Charity Committee
	Investigate the possibility of forming a partnership with an Aboriginal and Torres Strait Islander organisation in the education sector as part of Giving at Mirvac.	January 2019	Culture & Reputation Program Manager and Charity Committee
	Investigate the possibility of funding scholarships for an Aboriginal or Torres Strait Islander student studying at university.	May 2019	Culture & Reputation Program Manager and Charity Committee
	Undertake a pilot educational event targeting students at primary school or secondary school.	July 2019	RAP Manager, RWG Members

tracking progress and reporting

As part of our commitment to reconciliation we will engage with all relevant partners and report annually to Reconciliation Australia. We will ensure that within our sustainability reporting we remain open, transparent and accountable for our progress and continued learning. Through our inaugural Connected Cultures survey we have developed a baseline to which we will track and measure the progress of Indigenous engagement and understanding across Mirvac. In addition key metrics to which we will measure long-term success related to employment and supplier diversity have been identified.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Report RAP achievements, challenges and learnings to Reconciliation Australia.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September, annually	RAP Manager
	Investigate participating in the RAP Barometer.	May 2018	RAP Manager
13. Report RAP achievements, challenges and learnings internally and externally.	Incorporate RAP targets within division KPIs and business plans.	March 2018	Division General Managers
	Communicate RAP progress to employees through internal communications such as Yammer, newsletters, etc.	Review quarterly in 2018, 2019	Group Communications Manager, RWG Members
	Report RAP achievements to CEO and the Board annually.	Review quarterly in 2018, 2019	RAP Manager and RAP Chair
	Include RAP achievements in Mirvac's annual report.	June 2018 and 2019	RWG Members
14. Review, refresh and update Mirvac's RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	January 2019	RAP Manager
	Send draft RAP for formal feedback and endorsement by Reconciliation Australia.	May 2019	RAP Manager



Career Trackers Indigenous Employment Program

Career Trackers is a program that offers Aboriginal and Torres Strait Islander peoples a three month internship within a corporate business. This partnership bridges the gap between Aboriginal and Torres Strait Islander students and the corporate world through education - by enhancing their skills and improving future employment prospects. In 2016, Mirvac participated in the Career Trackers program for the first time and included three interns in our annual summer internship program.

Throughout the program our interns participate in innovation training, they work within a department team and they complete two projects that are presented to senior leaders. We look forward to working collaboratively with our Career Tracker interns into the future, to enhance our knowledge of Indigenous cultures and to create new opportunities for Australia's First Peoples.

Key highlights from the 2016 survey included:



5

people identified as having Aboriginal or Torres Strait Islander heritage.



79%

had none to fairly low knowledge of Aboriginal and Torres Strait Islander cultures or history.



21%

had fairly high to high knowledge of Aboriginal and Torres Strait Islander cultures or history.



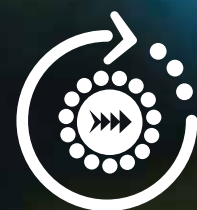
52%

of employees said that they would feel comfortable delivering an 'Acknowledgement of Country' at an event.



44%

said that they had been present at a Mirvac event in which there was an Acknowledgement or Welcome to Country.



61%

of employees want a greater understanding of Aboriginal or Torres Strait Islander cultural protocols.

connected cultures survey results

In 2016 we established Mirvac's inaugural Connected Cultures survey to understand engagement with Indigenous issues across Mirvac. It has enabled us to develop a benchmark to which we can work towards in this RAP and beyond.

MIRVAC'S TARGETS	CURRENT	YEAR 2	OUR 5 YEAR GOAL
Number of employees identifying themselves as Indigenous	5	7 (0.5%)	1 % of employees
Knowledge of Indigenous cultures and heritage - Fairly high to high	21%	50%	>95%
Knowledge of Connect Cultures (our Indigenous Strategy) - Fairly high to high	5%	50%	>95%
Attended a Mirvac event where a Acknowledgment of Country or Welcome to Country is made	44%	70%	>95%
Comfortable delivering an Acknowledgment of Country - Comfortable to very comfortable	52%	70%	>95%

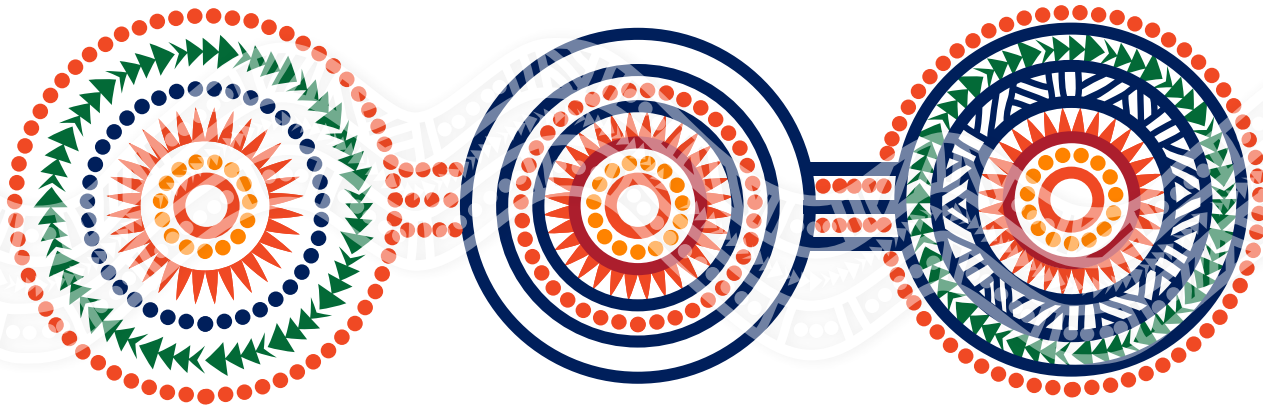
In addition we have identified three long-term targets which we will refine over the course of our first RAP:

- Indigenous Australians applying for roles at Mirvac, including as a percentage of overall applicants;
- Indigenous Australians employed by Mirvac, including as a percentage of overall employees;
- Indigenous Australian businesses which supply to Mirvac, including as a percentage of all suppliers, and as a percentage of total spend.

CONTACT DETAILS

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Past **Present** Future



connected
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mirvac.com/reconciliation