



# MIRVAC'S INNOVATE RECONCILIATION ACTION PLAN

June 2021—June 2023



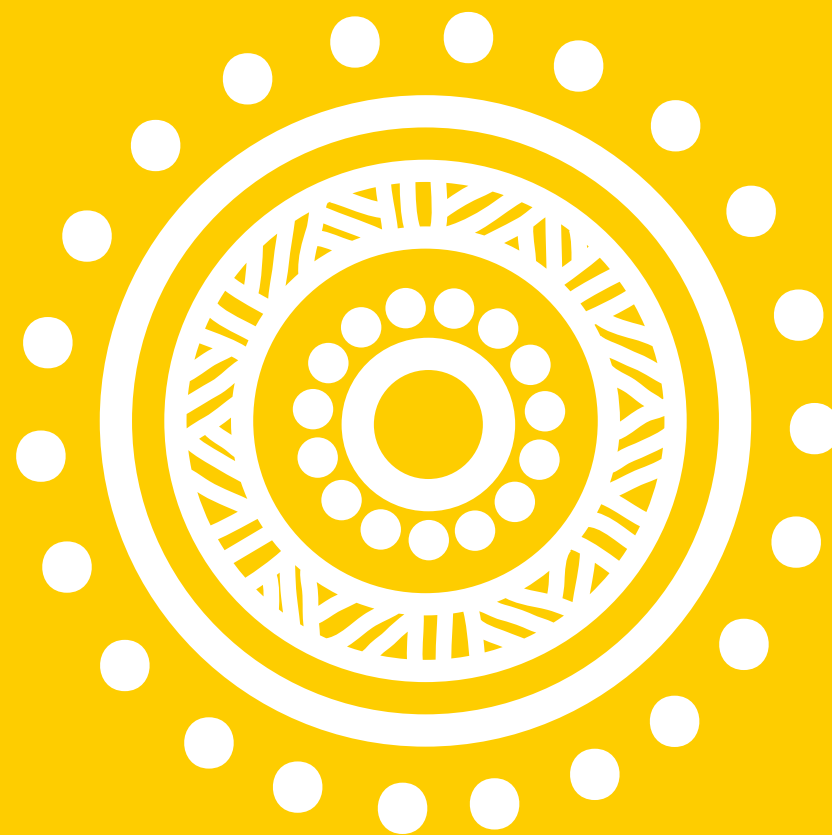


BROADWAY SYDNEY Indigenous Collective Pop-Up Shop

Mirvac acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands and waters of Australia. We recognise that we all live, work and play on the traditional lands of Aboriginal and Torres Strait Islander peoples and we pay our respect to Elders past and present.

# OUR VISION FOR RECONCILIATION

Our vision for reconciliation is for a fair and truthful relationship between Aboriginal and Torres Strait Islander peoples and the wider Australian community, where the sacred link and attachment to Country is a gift to all Australians.



As an asset creator and owner, we are intrinsically linked to Country and we have a unique opportunity to build the past and future of Aboriginal and Torres Strait Islander peoples, communities, and cultures into the way we work. We believe we have a duty, along with a desire, to respect, engage and collaborate with Aboriginal and Torres Strait Islander peoples, who we recognise as the Traditional Owners of the land on which we live, work and play.

We have taken the time to engage with our key internal and external stakeholders to articulate how Mirvac can play a role in reconciliation and through that process we identified our guiding principles.



## The five principles that inform our vision are:

- 1. Understanding** - We will build awareness, knowledge and cultural competence in our people so that each of us is empowered to carry Reconciliation forward through our work and personal lives.
- 2. Talent and employment** - We will become a workplace where Aboriginal and Torres Strait Islander peoples want to work, grow and build their careers.
- 3. Economic partnership** - We will be a trusted partner that accelerates the economic development of Aboriginal and Torres Strait Islander businesses and communities, supporting them to thrive.
- 4. Respectful development** - We will reimagine our projects to reflect and include local Aboriginal and Torres Strait Islander histories and communities.
- 5. Spaces for connection** - We will create spaces for dialogue to occur that builds cultural competence in Australia.

We aspire for these principles to be deeply embedded in our organisation and the way we work, so that in future they will flourish without the advocacy provided by a RAP or a RAP working group.



## Statement from our CEO & Managing Director and RAP working group Chair

**Mirvac’s purpose is to Reimagine Urban Life, which guides us to consider our spheres of influence and how we can be contributing to the reimagining of reconciliation in Australia.**

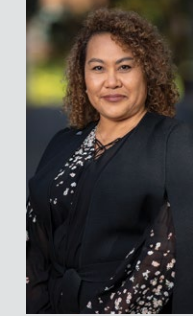
As an asset creator and owner, we recognise that we are intrinsically linked to Country, and as a result we have a unique opportunity to contribute to the acknowledgement and celebration of the truthful histories and cultures of Aboriginal and Torres Strait Islander peoples.

In developing our second RAP, we have looked deeply within our business and sought guidance from outside to begin to understand prejudices that may exist, as well as identify opportunities for us to make a meaningful impact through the way we work as individuals and as a whole. This engagement process identified five guiding principles that will inform how we make decisions on our contribution to reconciliation in Australia.

We recognise that much healing and progress must occur before our vision for a fair and truthful relationship between all Australians is realised, and that we, at Mirvac, are only at the beginning of understanding our opportunities and limitations in supporting this.

This RAP and our guiding principles are our public commitment to stimulate new conversations, help connect cultures, and precipitate wider change within Australia.

**Susan Lloyd-Hurwitz, CEO & Managing Director  
Chris Akayan, Head of Culture and Capability,  
and RAP working group Chair**



## Statement from Reconciliation Australia

**Reconciliation Australia commends Mirvac 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. Mirvac 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 Mirvac will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

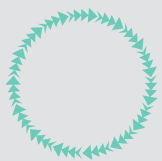
**Karen Mundine  
Chief Executive Officer  
Reconciliation Australia**

# Woven Cultures motif

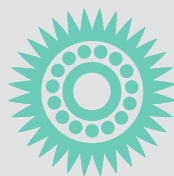
(meaning of elements)



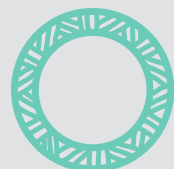
Aboriginal Culture



Torres Strait Islander Culture



Sun – depicts a bright future



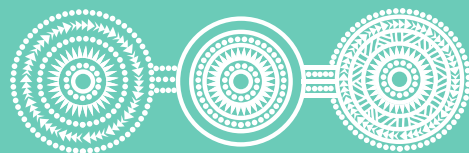
The Weave



Contemporary Space



Traditional Space



## 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.



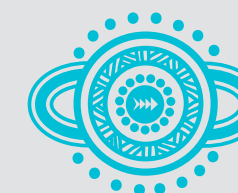
## Understanding

These two motifs represent both Aboriginal and Torres Strait Islander Cultures. The top motif represents a traditional headdress of the Torres Straits called a Dhari. The Dhari signifies knowledge and Cultural understanding. The second motif represents Aboriginal Cultures - it's diversity, knowledge of, and spiritual connection to Land and Country.



## Talent and employment

People seated in conversation determining new pathways and discussing future goals and prospects.



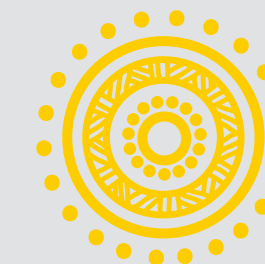
## Economic partnership

The 'U' shapes represent people, the woven circle represents those people coming together to form a partnership. The circular symbol is indicative of a meeting place. The fish motif represents knowledge and trade, which in turn translates to economy. The dots top and bottom represent exchange.



## Respectful development

The arch shaped motifs represent both Aboriginal and Torres Strait Islander traditional dwellings.



## Spaces for connection

The dots represent people and community gathering in a space that brings them together for celebration or ceremony.

## ‘Reimagining Country’

### ‘Reimagining Country’ looks at the next steps for Mirvac’s Reconciliation Action Plan.

Following on from the ‘Connected Cultures’ motif created for Mirvac’s first RAP, this artwork reflects the diversity of people and landscapes across Australia - from freshwater to saltwater Country, desert, stone and rainforest Country. ‘Reimagining Country’ is a representation of Mirvac’s commitment to find innovative and respectful ways to develop, collaborate and connect with Aboriginal and Torres Strait Islander peoples in new and reimagined spaces.

The artwork also encapsulates Mirvac’s desire to build a stronger understanding of Aboriginal and Torres Strait Islander Cultures through economic partnership, respectful development, employment and developing new talent, building the pathway for better outcomes and a better future for all Australians, together.



‘Reimagining Country’ by Riki Salam (Mualgal, Kaurareg, Kuku Yalanji), We are 27 Creative, 2021.

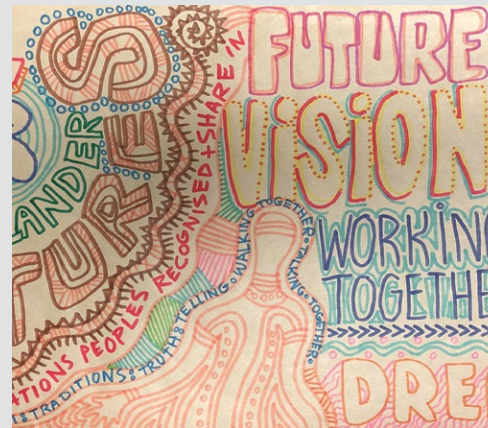


## About the artist

Riki Salam, Principal, Creative Director and artist of We are 27 Creative, was born and raised in Cairns on Yidinji Land in 1972 and is a member of and connected to Kala Lagaw Ya – Western Island groups (St. Pauls – Moa Island), Kuku Yalanji Peoples on his Father's and Grandfather's side and a member of the Ngai Tahu people in the South Island of New Zealand on his Mother's side. Educated in both Cairns and Brisbane, he has more than 20 years of industry experience as a graphic designer and artist.

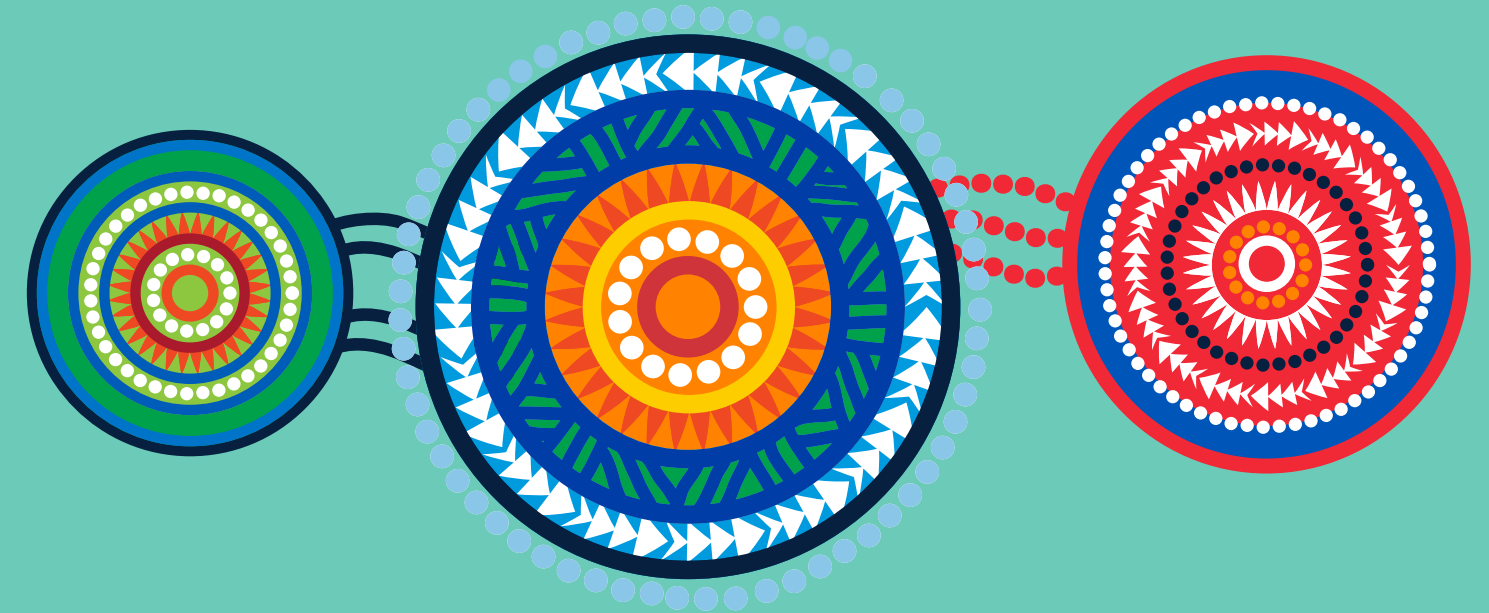
Riki has worked on many high-profile projects, including the Qantas painted Boeing 747/800, Yananyi Dreaming, and produced artworks for Telstra, Origin, Woolworths, the Healing Foundation and the Australian Human Rights Commission. Riki also designed the identity for the G20 in 2014. He works in pen, ink, brush, gouache on paper and with acrylic paints, exploring concepts of traditional culture in a contemporary format.

To view more of Riki's artworks visit [www.weare27.com.au](http://www.weare27.com.au)



**Creative process** Riki Salam (Mualgal, Kaurareg, Kuku Yalanji), We are 27 Creative, 2021. Ink on paper, and creative ideas before digital creation.

## Our past, present and future; reimagined.



# ABOUT MIRVAC

Mirvac is a leading, diversified ASX-listed Australian property group. We have been delivering exceptional places for our customers and communities since 1972.



Through our development activities, we create innovative and high-quality commercial assets, workplace precincts and residential projects, while driving long-term value for our securityholders. We also own and manage assets across the office, industrial, retail and build to rent sectors, with over \$23 billion of assets currently under management.

Recognising the contribution we make to Australia's major cities, our purpose, to Reimagine Urban Life, inspires us to think about how we can continue to create more sustainable, connected and vibrant urban environments, leaving a lasting legacy for generations to come.

At the heart of our success is our people and culture. We consider our team to be our greatest asset, and invest in their health, safety and wellbeing accordingly. From our approach to diversity, to our innovation initiatives, our efforts have seen us become a sought-after employer – and a place where each team member is valued and nurtured. Our workforce of more than 1,000 employees, including 10 people who identify as Aboriginal or Torres Strait Islander<sup>1</sup>, is primarily located in Sydney, Melbourne, Brisbane and Perth.

Visit [mirvac.com](https://www.mirvac.com) to find out more.

## Our Reconciliation journey so far

We are proud of the achievements from our first RAP and we have gained some learnings and insights into how we can build on that experience. Some of our accomplishments include:

- Raised awareness of the cultures of Aboriginal and Torres Strait Islander peoples through events during NAIDOC and National Reconciliation Weeks within our Mirvac Head Offices, and also through our office and retail assets.
- Held a range of different cultural awareness programs for our employees to gain insights and increase understanding, including face-to-face training sessions.
- Developed and continue to evolve an internal online 'hubsite' which provides our employees with guidance on cultural protocols and resources.
- Importantly, our RAP set in motion a number of initiatives which have become part of the way that we do business. For example:
  - We became a member of Supply Nation and committed to use our purchasing power for good. Between FY18 and FY21, we have spent \$11.5 million on goods and services from Aboriginal and Torres Strait Islander businesses.
  - We installed Acknowledgement of Country plaques at a number of our shopping centres and office buildings, and thanks to the learning journey that we are on, we are now looking at ways to localise these plaques to create more meaningful recognition.
  - We developed an internship partnership with CareerTrackers, and learned how we could improve our approach to inclusive internships within Mirvac.

<sup>1</sup> Based on responses from our last full employee engagement survey in April 2019.



The following case studies provide further insights into our reconciliation journey.

**Unreal Steel**

Mirvac's Australian Technology Park in South Eveleigh, New South Wales consists of three new buildings and the renovation of the existing locomotive workshop. It is unique in that three of the buildings use a structural steel frame instead of concrete.

Matt Morris is a proud Wiradjuri man and owner of Unreal Steel, a structural steel fabrication and installation business.

Mirvac engaged Matt to initially deliver a small package of work to support this unique build. His attitude, capability and experience led to a partnership in which Mirvac and Unreal Steel were able to work together to successfully deliver a relatively new way of building. From that initial small package of work on stage 1, Unreal Steel delivered packages for stages 2 and 3, as well as currently delivering the complicated structural steel package on the locomotive workshop.

In 2018, Mirvac committed to direct \$100 million towards the social sector, supporting those who are often left out. Since then, we've spent more than \$11.5 million with Indigenous businesses and social enterprises, including Unreal Steel.

*Find out more about the Unreal Steel story here <https://www.youtube.com/watch?v=Jusclj3ye28>*



Matt Morris (left) and Luke Gore (right) at South Eveleigh.



**Henley Brook and Whadjuk peoples partnership**

Henley Brook is a 33.5 hectare future masterplanned community located 22 kilometres north-east of the Perth CBD, on the traditional lands of the Whadjuk peoples of the Noongar Nation. Since mid-2020 the project team has actively sought to build a respectful, open and trusting relationship with representatives of the Whadjuk peoples, with the goal of incorporating acknowledgment of Whadjuk Noongar people and culture within the Henley Brook project.

The Henley Brook team has worked with an Indigenous cultural heritage consultant to facilitate workshops with Whadjuk Traditional Owners to build this relationship, and begin the process of identifying opportunities for acknowledgement of Whadjuk peoples within the project.

While Henley Brook and the specifics of what will be delivered as part of the partnership with representatives of the Whadjuk peoples are far from finished, this partnership is an example of how Mirvac is working to develop locally appropriate plans and approaches for acknowledging Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the land on which we work.

**Broadway Sydney NAIDOC Week 2020 partnership**

In partnership with First Nations Fashion Design and Boomalli Art Gallery, Broadway Sydney delivered a 2020 NAIDOC week program, featuring a designer pop-up store with more than 20 Aboriginal and Torres Strait Islander designers from different regions across Australia, an art exhibition zone with two bespoke Aboriginal artwork installations, and free weaving workshops hosted by a Wiradjuri artist.

In a year where small businesses were severely impacted by COVID, Broadway Sydney used its commercial strength to connect Indigenous designers from across the country with Sydneysiders during NAIDOC Week.

**LIV Indigo mural**

LIV Indigo, in Sydney Olympic Park, NSW, is Mirvac's first property designed and built entirely for renters. Key to the philosophy of LIV is creating a place that offers the flexibility of renting, with a living experience that offers security people only really get from owning your own home. As part of LIV's philosophy is the importance of community and connection. To bring that idea to life, a mural was created by local artists Jade Jackson and Dr John Hunter, depicting how the land at Sydney Olympic Park connects the traditional custodians with the residents living there now.

The unique art installation is a stunning tribute to the Wann-gal people of the Eora nation. It was brought to life in partnership the Murama Cultural Council, a local group that aims to connect Sydney Olympic Park with the Indigenous community.

After talking with the residents and hearing their stories, the artists included the hand (and paw) prints of the current residents as a lasting symbol of the connections they have with their home, with each other, and with the surrounding neighbourhood and lands.



### The Little Long Walk

Mirvac, and the Woodlea Joint Venture in Victoria, partnered with the Long Walk Foundation in September 2019 for the “Little Long Walk” with Woodlea’s Bacchus Marsh Grammar primary school campus.

The core premise was to raise awareness in schools with respect to Aboriginal and Torres Strait Islander peoples and to promote education and Reconciliation in the broader community.

The event involved an assembly with the students, which included a Welcome to Country and a cultural performance. The assembly then culminated with parents, teachers, Mirvac and Woodlea employees walking with the primary school students around the 10 hectare open space precinct.

The partnership with the Long Walk Foundation formed as an idea from our NAIDOC week event earlier in the year, where Nova Peris OAM and Leanne Brooke presented to Mirvac employees in Victoria. We plan to continue our support at Woodlea, despite COVID interruptions in 2020.

The Long Walk foundation was formed after Michael Long, one of the most recognisable Aboriginal players in AFL history, who embarked on a historic trek from Melbourne to Parliament House, Canberra in 2004 to raise Aboriginal and Torres Strait Islander issues in the national conversation.

### RunRona for National Reconciliation Week 2020

The theme of National Reconciliation Week 2020 was “In this Together”, which took on an additional meaning in the context of COVID-19. Mirvac recognises that we are stronger and more powerful when we come together, and this is particularly true in response to the global pandemic that further marginalised our most vulnerable community members, including Aboriginal and Torres Strait Islander peoples.

In Victoria, a collective of Aboriginal owned and led social enterprises (Clothing The Gap and Spark Health Australia), concerned that COVID-19 would further exacerbate the already rising levels of inactivity, obesity and mental ill health in Aboriginal and Torres Strait Islander communities, created the virtual event RunRona – a 5km, 10km, 21.1km or 42.2km run or walk during National Reconciliation Week. Understanding the difference that social connection, physical activity and a positive routine can make, the purpose of the event was to keep communities physically active and socially connected.

As a national business, Mirvac was separated physically in 2020 and we wanted to find a way that we could still celebrate National Reconciliation Week together, which is why we sponsored RunRona as our flagship event for the week. All proceeds went to supporting grassroots health promotion programs in Aboriginal communities and subsidising entries for Aboriginal and Torres Strait Islander peoples participating in the event. Alongside this, participants were encouraged to share their experiences of running on Country through our internal communications channels.

### Jiwah at South Eveleigh

Mirvac has partnered with Jiwah, an Indigenous company specialising in cultural landscape and design, at our South Eveleigh project in Sydney, with an aim to increase biodiversity and improve flora and fauna ecologies for the benefit of all.

Jiwah is responsible for the curation and management of our Aboriginal cultural landscape garden incorporating Australian native plant species and culturally significant food and medicinal plants. The public garden was created through collaborative design using human-centred design principles.

Also at South Eveleigh is Australia’s first Indigenous rooftop garden developed through solution design to deliver environmentally-friendly, green-space emphasising community programs and sustainability outcomes.

### 8 Chifley Square art installation

Since 2013, Mirvac’s 8 Chifley Square, in the centre of Sydney’s business district, has featured a highly memorable public art installation, created by renowned artist Jenny Holzer. The installation, named ‘I Stay (Ngaya ngalawa),’ is a four-sided, 19 metre tall display of animated, electronic text climbing the steel girders at plaza level, featuring an unending scroll of songs, poems, stories, autobiography and other texts by Aboriginal and Torres Strait Islander peoples.



BROADWAY SYDNEY Indigenous Collective Pop-Up Shop

# OUR RAP



We formally began to embed reconciliation in our business in 2017 when we created our first Innovate Reconciliation Action Plan (RAP). We also learnt we can do more.

After completing our first RAP, we paused to reflect on where we were and the work we needed to do going forward. We engaged in a meaningful process to listen to how our people and our communities imagine we can uniquely contribute to reconciliation in Australia.

At the end of 2019 we asked our employees what they wanted to see in our next RAP, specifically so it is more meaningful and creates impact. We heard the desire for:

- Increased communication
- Better integration into our business
- Improved support in implementation
- More opportunities for education on reconciliation and Aboriginal and Torres Strait Islander communities and histories.



In early 2020, we renewed our RAP working group and its Terms of Reference to ensure that every part of our business is represented in the development and ongoing implementation of our RAP. This includes ensuring that our RAP working group always has employees that represent each state in which we operate (New South Wales, Victoria, Queensland, Western Australia), each of our distinct business functions, with a particular focus on those driving our vision for reconciliation, all levels of seniority (including our RAP working group Chair being a member of the Executive Leadership Team and other executive members championing the RAP internally), and an employee who identifies as Aboriginal or Torres Strait Islander.

## RAP Working Group Members:

Chris Akayan, Head of Culture and Capability and Chair of RAP working group (NSW)

Emma Birkett, Assistant Development Manager (QLD)

Rebecca Brammah, Asset Manager, David Malcolm Justice Centre (WA)

Katrina Brooks, Social Sustainability Manager and Secretariat of RAP working group (NSW)

Brendan Casey, Architect (VIC)

Sam Collins, Development Manager (QLD)

Jake Field, HSE Contractor Administrator (NSW)

William French, Development Manager (WA)

Allan Flores, Tenancy Operations Coordinator (NSW)

Campbell Hanan, Head of Integrated Investment Portfolio and senior champion (NSW)

Emma Humann, Social Sustainability Manager and Secretariat of RAP working group (VIC)

Rebecca King, Learning and Development Manager (NSW)

Naomi Martin, Sustainability Manager, Construction (NSW)

Bruce Morris, General Manager Hotels (NSW)

Stuart Pearson, National Human Resources Manager (NSW)



We were provided a rare gift in the global pandemic - what was planned to be an all-day strategy session to set the vision for our RAP with internal and external stakeholders, became a six-week engagement process where we were able to spend time listening and learning from a diversity of voices and experiences. We embarked on a genuinely consultative process where we heard honest, open and creative feedback, which has ultimately shaped the direction of our RAP.

**The process included:**

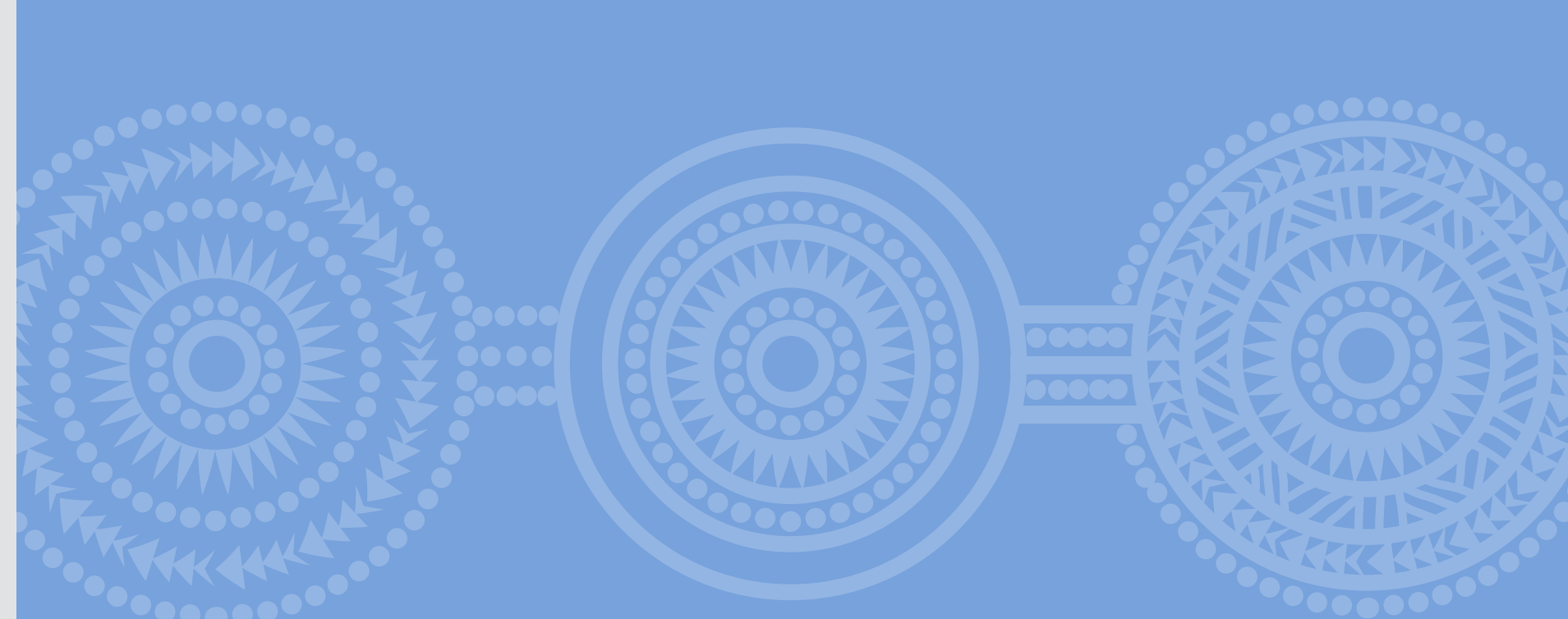
- **Pre-work**, including a video from Laura Thompson, Managing Director, Spark Health and Sarah Sheridan, Director of Operations, Spark Health, talking to the impact of Mirvac’s RunRona National Reconciliation Week activity, and videos of Adam Goodes speaking to his experience of racism.
- **An initial facilitated session** attended by Mirvac’s CEO & Managing Director, Susan Lloyd-Hurwitz, Mirvac Board Member Sam Mostyn, Ben Price, Relationship Manager at Supply Nation, Christian Hampson, Chief Executive Officer of Yerrabingin, Jaynaya Winmer from Blakbone Sistahood, Jasmin Onus, Senior Advisor, Policy, Advocacy & Strategic Projects at Indigenous Business Australia, as well as the RAP working group, key internal stakeholders, and representatives from Reconciliation Australia.

- This was followed by **smaller facilitated break-out sessions** to further unpack the key elements of Mirvac’s vision and identify actions and deliverables for the RAP.
- The **RAP working group then met** to refine and bring these findings together.
- These were then tested through **one-on-one interviews** with key internal stakeholders (Board and executive members) and external Aboriginal and Torres Strait Islander representatives (Jaynaya Winmer and Sonja Stewart, Interim Acting Chief Executive Officer of Arilla), as well as Reconciliation Australia.
- The RAP working group then **refined these again** to inform our draft RAP.

Following this engagement process, our RAP working group broke into sub-groups reflecting the five dimensions of reconciliation, to undertake deep engagement with our business on the actions and outcomes to which we have committed in our RAP. In doing this, we have ensured that a broad spectrum of our employees understand, are supportive of, and feel ownership for these actions.

While we set out aspiring to achieve a Stretch RAP, throughout this consultation process, it became clear that an Innovate RAP was more suited to our dynamic and diverse business structure and the expectations of our stakeholders. The Innovate framework continues to enable Mirvac to implement the deliverables in a way that is relevant and meaningful across our different asset portfolios, and also enables us continue to develop, test and review the best approach for us into the future.

Our RAP has been reviewed and endorsed through Mirvac’s governance processes, including the Health, Safety, Environment and Sustainability Management Committee, the Executive Leadership Team and The Mirvac Board.



# MIRVAC’S RECONCILIATION ACTION PLAN

June 2021—June 2023



# RELATIONSHIPS



## Mirvac aims to leave a positive community legacy by building strong bonds.

Key to this is the strong relationships we build with our community, including with Aboriginal and Torres Strait Islander peoples. We do this because it makes business sense – communities that connect well and support each other are better places to live, work and play – and because it's the right thing to do.

For us, strong relationships with Aboriginal and Torres Strait Islander peoples are embedded within each of the five principles that inform our vision. It is through our relationships and partnerships with Aboriginal and Torres Strait Islander peoples and communities that we will be able to:

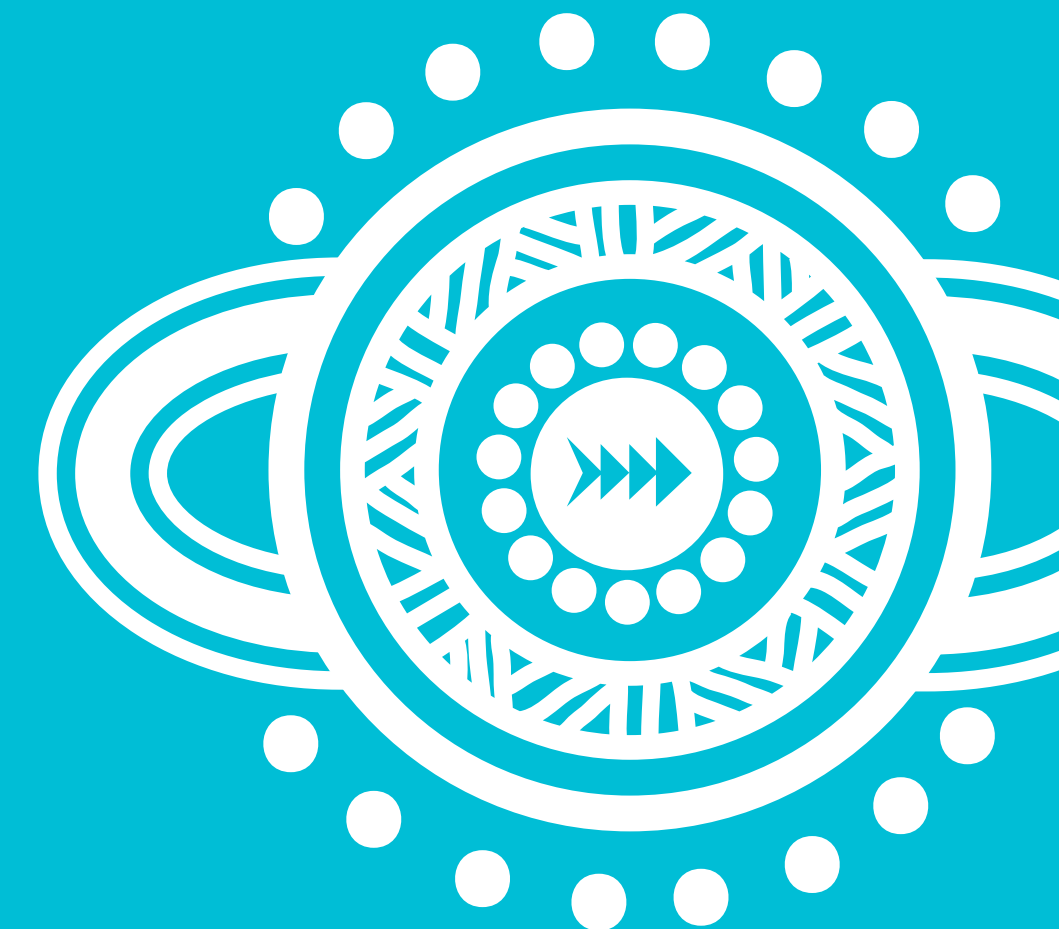
1. **Educate our people** so they are empowered to be ambassadors of reconciliation in our workplaces and the wider community
2. **Create an inclusive workplace**, where Aboriginal and Torres Strait Islander peoples can have thriving careers
3. **Identify new ways to support** the growth of Aboriginal and Torres Strait Islander businesses and communities
4. **Reimagine our projects** to reflect and include local Aboriginal and Torres Strait Islander histories and communities
5. **Create spaces for dialogue** to occur that builds cultural competence in Australia.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	June 2022	RAP working group Secretariat
	• Review, update and implement our community engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Dec 2022	Head of Stakeholder Relations
	• Establish and maintain at least one formal two-way partnership with Aboriginal and Torres Strait Islander communities or organisations on each new Mirvac project.	Dec 2022	Head of Stakeholder Relations
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and share Reconciliation materials to all staff to enable participation.	27 May- 3 June, 2022, 2023	Internal Communications Manager
	• RAP working group members to participate in four external NRW events.	27 May- 3 June, 2022, 2023	RAP working group Secretariat
	• Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2022, 2023	Head of Culture and Capability
	• Organise five internal NRW events, including at least one organisation-wide NRW event and one in each state where Mirvac operates, each year.	27 May- 3 June, 2022, 2023	RAP working group Secretariat
	• Encourage and support NRW activations at each of our office and shopping centre assets and promote the week through all digital channels.	27 May- 3 June, 2022, 2023	RAP working group Secretariat
	• Register all our NRW events on Reconciliation Australia's NRW website.	27 May- 3 June, 2022, 2023	RAP working group Secretariat
3. Promote Reconciliation through our spheres of influence.	• Implement strategies to engage all employees to drive Reconciliation outcomes.	Dec 2021	Head of Culture and Capability
	• Communicate our commitment to reconciliation publicly, including but not limited to: – Promote content relating to Mirvac's reconciliation efforts and initiatives through Mirvac corporate, marketing, social media and Executive Leadership Team channels. – Become a signatory to the Uluru Statement from the Heart and promote aims of the statement internally and externally. – Activations at retail and commercial assets.	July 2022, 2023	Head of Stakeholder Relations

Action	Deliverable	Timeline	Responsibility
3. Promote Reconciliation through our spheres of influence.	<ul style="list-style-type: none"> <li>Collaborate with at least four RAP and other like-minded organisations to implement ways to advance Reconciliation, including, but not limited to:                             <ul style="list-style-type: none"> <li>Property Council of Australia</li> <li>Urban Development Institute of Australia</li> <li>Supply Nation</li> <li>Governments (local, state and federal in NSW, Victoria, Queensland and Western Australia)</li> </ul> </li> </ul>	June 2023	Head of Stakeholder Relations
	<ul style="list-style-type: none"> <li>Create processes and mechanisms for employees to independently lead engagement with Aboriginal and Torres Strait Islander peoples and communities.</li> </ul>	Dec 2022	Head of Stakeholder Relations
	<ul style="list-style-type: none"> <li>Expand our digital hubsite to include details of Aboriginal and Torres Strait Islander advisory groups and businesses that have existing relationships with Mirvac for all employees to access and strengthen.</li> </ul>	June 2022	RAP working Group Secretariat
	<ul style="list-style-type: none"> <li>Identify a panel of Mirvac employees who are responsible for maintaining and growing existing relationships with Aboriginal and Torres Strait Islander advisory groups and businesses and who will proactively foster and develop new relationships between these businesses and Mirvac employees.</li> </ul>	June 2022	RAP working Group Secretariat
	<ul style="list-style-type: none"> <li>Each new project to deliver an engagement plan that ensures our developments include Aboriginal and Torres Strait Islander stakeholder input.</li> </ul>	Dec 2022	Head of Stakeholder Relations
	<ul style="list-style-type: none"> <li>Ensure at least one National Community Day<sup>2</sup> activity per state that Mirvac operates in supports local Aboriginal and Torres Strait Islander peoples or businesses.</li> </ul>	June 2022	Social Sustainability Manager
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Continuously improve HR policies and procedures concerned with anti-discrimination.</li> </ul>	December 2021, 2022	Group General Manager, Human Resources
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.</li> </ul>	June 2022, 2023	Group General Manager, Human Resources
	<ul style="list-style-type: none"> <li>Continue to communicate Mirvac's anti-discrimination policy.</li> </ul>	December 2022	Group General Manager, Human Resources
	<ul style="list-style-type: none"> <li>Provide ongoing education opportunities for senior leaders and managers on the effects of racism.</li> </ul>	December 2021, 2022	Learning and Development Manager
	<ul style="list-style-type: none"> <li>Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.</li> </ul>	December 2021, 2022	Head of Culture and Capability
	<ul style="list-style-type: none"> <li>As part of anti-discrimination strategy, create forums (online or face-to-face) for employees to examine and discuss their own racism and biases.</li> </ul>	June 2023	Learning and Development Manager

<sup>2</sup> National Community Day is Mirvac's annual all-employee day of volunteering.

Communities that connect well and support each other are better places to live, work and play.



# RESPECT



Mirvac recognises and respects that Aboriginal and Torres Strait Islander peoples are the Traditional Owners of the land on which we live, work and play, and that with this comes a deep history, knowledge and understanding that those who are not part of these cultures will never truly understand.

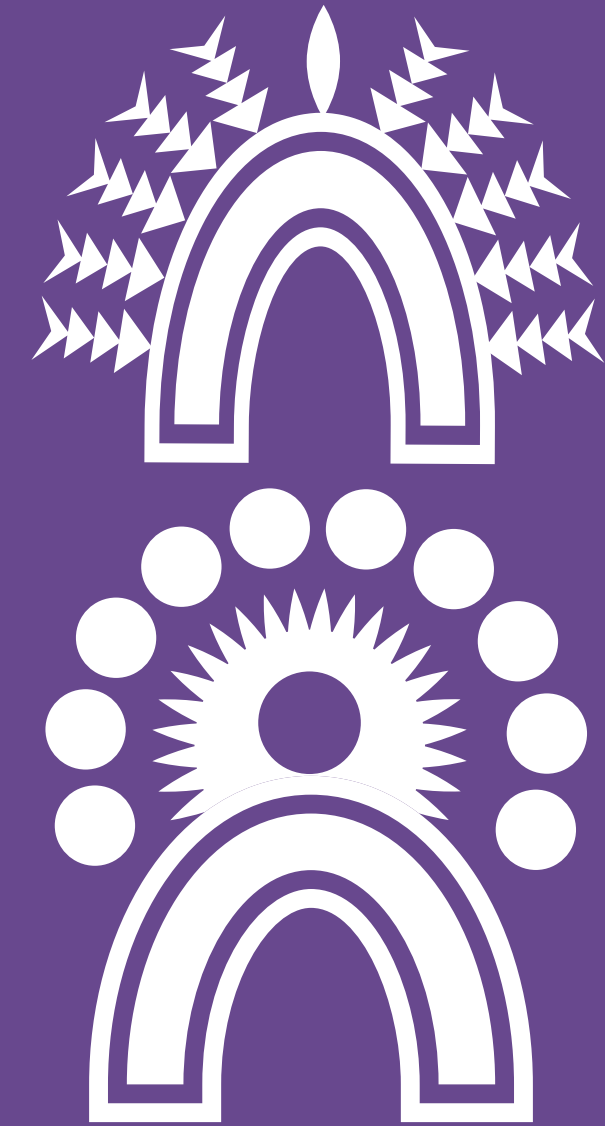
We aspire to create a culture within Mirvac where this recognition and respect is embedded in the way we work, so that every Mirvac employee has an understanding of Aboriginal and Torres Strait Islander cultures, is authentic in observing cultural protocols, and wants to engage creatively in the celebration of these cultures.

We want our Retail Manager in Queensland, our Community Engagement Officer in Perth, our Team Assistant in Sydney, or our Tenant Manager in Melbourne to be able to confidently acknowledge, engage with, and celebrate the deep and complex histories of Aboriginal and Torres Strait Islander peoples, because this will make the places we create more meaningfully embedded within our communities and their historical context.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	Dec 2021	Learning and Development Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to review and update our cultural learning strategy.	June 2022	Learning and Development Manager
	• Implement and communicate a cultural learning strategy for our employees.	June 2022	Learning and Development Manager
	• Commit all RAP working group members, HR managers, senior executive group and all new employees to undertake formal and structured cultural learning.	June 2022	Learning and Development Manager
	• All managers and their teams engage in cultural competency training to create widespread awareness and competency, with targets of: – 80% of existing employees to undertake formal and structured cultural learning online. – 80% of all new starters to undertake formal and structured cultural learning online. – 20% of all employees to undertake formal face-to-face training each year.	June 2023	Learning and Development Manager
	• Create a self-service intranet hub to enable self-motivated employees to supplement formal training with locally relevant training and engagement opportunities and links to reconciliation content for further education (i.e. articles, books, documentaries).	Dec 2021	RAP working group Secretariat
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase employee understanding of Country and Place and the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	Learning and Development Manager
	• Review and update Mirvac's cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country, including tailoring for local communities we operate in.	June 2021	Learning and Development Manager
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all significant construction milestones, which may include: – Commencement of new construction – Topping out of new asset	June 2021	Project Director
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all significant stakeholder events, which may include the following: – Internal events: Any event where all-employees are invited – Industry events: hosted by Mirvac – Major investor events: such as annual general meetings and market updates.	June 2021	Head of Stakeholder Relations

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Encourage an Acknowledgement of Country at every meeting as an expected process to help create a safe space to be for Aboriginal and Torres Strait Islander peoples.	Dec 2021	CEO and Managing Director
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2021	RAP WG Chair
	• Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2021	RAP WG Chair
	• Display Acknowledgment of Country plaques in all our Retail, Office and Industrial assets	June 2023	Head of Integrated Investment Portfolio
	• Display an Acknowledgement of Country on Mirvac digital communication channels, including: – Email signatures – Websites – Intranet	December 2021	Head of Stakeholder Relations
7. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP working group to participate in an external NAIDOC Week event.	First week in July, 2021, 2022, 2023	RAP working group Secretariat
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jul 2021	Group General Manager, Human Resources
	• Support all employees to participate in at least one NAIDOC Week event in each state Mirvac operates in (i.e. four), these events may include: – Inviting Aboriginal or Torres Strait Islander guests to promote cultural learning internally – Listening to Aboriginal or Torres Strait Islander musicians or watching a movie about Aboriginal and Torres Strait Islander histories – A localised walking tour with Aboriginal and Torres Strait Islander communities – Learning the meanings of local Aboriginal and Torres Strait Islander place names and words.	First week in July, 2021, 2022, 2023	RAP working group Secretariat
	• In consultation with Aboriginal and Torres Strait Islander stakeholders, support NAIDOC Week event in each of our Retail Shopping Centres each year.	First week in July 2021, 2022, 2023	National Manager, Brand and Programs
8. Use our assets to reflect and include local Aboriginal and Torres Strait Islander history and community.	• Each new project will develop spaces that support dialogue, increase awareness and cultural competency beyond Mirvac. This deliverable will be dependent on the type of project, the location, and the community context. Some examples of how this could be implemented include: – A historical self-guided walking tour with cultural landmarks – Educational sessions with tenants exploring the local history of the traditional land – Promoting local history through community engagement activities at our retail centres – Displaying Aboriginal and Torres Strait Islander artwork at Mirvac assets	June 2023	Project Directors



We aspire to create a culture within Mirvac where this recognition and respect is embedded in the way we work.



# OPPORTUNITIES



**We want to be a workplace and company for which Aboriginal and Torres Strait Islander peoples want to work.**

We recognise that our actions will speak louder than our words. We're committed to reviewing the way we recruit employees and engage suppliers to effect change in our organisation and improve our reputation within Aboriginal and Torres Strait Islander communities. We want to work openly, creatively, and collaboratively with Aboriginal and Torres Strait Islander peoples to help achieve this.



Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	Dec 2022	Recruitment Manager
	• Develop and communicate an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Dec 2022	Recruitment Manager
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Dec 2021	Recruitment Manager
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, for example: – Ensure recruitment agencies are asked to put forward Aboriginal and Torres Strait Islander peoples – Identify an agency that specialises in hiring Aboriginal and Torres Strait Islander peoples.	Dec 2021	Recruitment Manager and hiring manager
	• Build a process for capturing current and future Aboriginal and Torres Strait Islander staffing data to inform future employment and professional development opportunities.	June 2022	Organisational Development Consultant
	• Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	June 2023	Group General Manager, Human Resources
	• Set targets for increasing Aboriginal and Torres Strait Islander employment.	June 2023	Group General Manager, Human Resources
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a mentoring program to help Aboriginal and Torres Strait Islander employees identify career pathways at Mirvac.	June 2023	Group General Manager, Human Resources
	• Expand Mirvac's group procurement guidelines to incorporate an Aboriginal and Torres Strait Islander procurement strategy.	December 2021	Group General Manager, Procurement and Premises
	• Maintain and leverage Supply Nation membership.	June 2022, 2023	Group General Manager, Procurement and Premises
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	June 2022, 2023	Group General Manager, Procurement and Premises
	• Identify barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses and set solutions to remove the barriers.	June 2022	Group General Manager, Procurement and Premises

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2022	Group General Manager, Procurement and Premises
	• Continue to set annual Mirvac procurement spend targets for social procurement, which includes Aboriginal and Torres Strait Islander businesses.	June 2022, 2023	Group General Manager, Procurement and Premises
	• Train all relevant employees in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2022, 2023	Group General Manager, Procurement and Premises
11. Be a trusted partner that accelerates the economic development of Aboriginal and Torres Strait Islander businesses and communities, supporting them to thrive.	• Strengthen and communicate procurement processes that specifically include the engagement of Aboriginal and Torres Strait Islander businesses.	June 2022	Group General Manager, Procurement and Premises
	• Identify Aboriginal and Torres Strait Islander businesses with which to partner and assist in their capacity building.	June 2022	Group General Manager, Procurement and Premises
	• Actively encourage all 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.	June 2022	Group General Manager, Procurement and Premises
	• Develop a framework (including pathways) for Mirvac staff to mentor Aboriginal and Torres Strait Islander businesses and people to build capacity and skills.	June 2023	Group General Manager, Procurement and Premises
	• Provide mechanisms to support employees to volunteer at and/or mentor Aboriginal and Torres Strait Islander organisations.	June 2023	Group General Manager, Human Resources



We recognise that our actions will speak louder than our words.



# GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2022, 2023	RAP working group Chair
	• Apply a Terms of Reference for the RWG.	June 2021	RAP working group Chair
	• Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2021, 2022, 2023	RAP working group Secretariat
13. Provide appropriate support for effective implementation of RAP commitments.	• Embed resource needs for RAP implementation.	June 2024	Head of Culture and Capability
	• Embed key RAP actions in performance expectations of senior management and all employees.	June 2022	Head of Culture and Capability
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	June 2021	RAP working group Secretariat
	• Maintain an internal RAP Champion from senior management.	June 2022, 2023	RAP working group Chair
	• Include our RAP as a standing agenda item at senior management meetings.	June 2022	Head of Culture and Capability
14. 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.	30 September, 2021, 2022	RAP working group Secretariat
	• Report RAP progress to all employees and senior leaders quarterly.	March, June, September, December 2021, 2022, 2023	RAP working group Chair
	• Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	July 2022, 2023	RAP working group Chair
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	RAP working group Secretariat
	• Provide a traffic light report to Reconciliation Australia on completion of this RAP	July 2023	RAP working group Chair
15. Continue our Reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	January 2023	RAP working group Secretariat
16. Continually review and identify further opportunities for Reconciliation to become embedded in our business.	• Hold an annual RAP strategy session to monitor our progress and identify new opportunities for reconciliation.	June 2022, 2023	RAP working group Chair

# ACKNOWLEDGEMENT OF CONTRIBUTORS

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- **Andrew Hill**, FM Procurement Manager, Mirvac
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- **Paul Donovan**, Owner and Director, The Change Company
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- **Laura Thompson**, Managing Director, Spark Health
- **Tynan Waring**, RAP Officer, Reconciliation Australia
- **Jaynaya Winner**, Blakbone Sistahood



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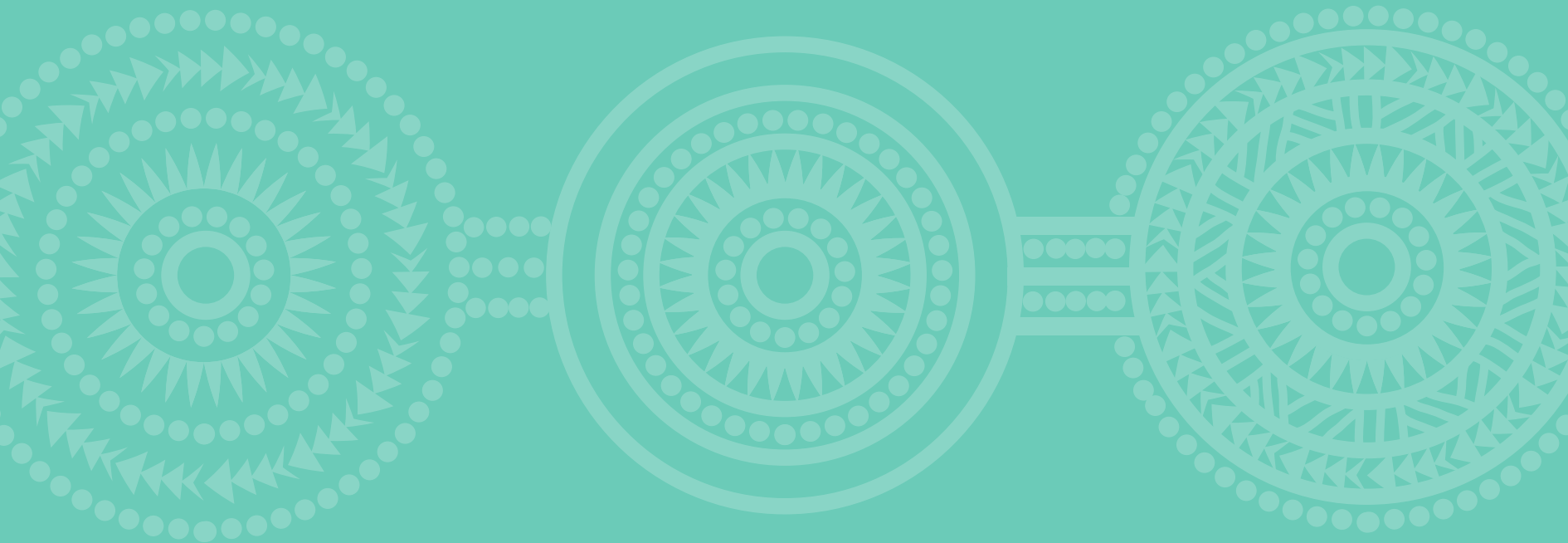
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connected  
cultures

