

# MIRVAC PEOPLE

We know that building a sustainable business means valuing our people by providing opportunities and rewarding performance.

**STRATEGIC OBJECTIVE:**  
TO ENGENDER A CULTURE COMMITTED  
TO SUSTAINABILITY.

**IN 2010 THE SENIOR LEADERSHIP AT MIRVAC REDESIGNED THE ORGANISATION'S STRATEGIC ROADMAP, DEFINING ITS VISION, PURPOSE, STRATEGIC DRIVERS AND VALUES THAT DEFINE OUR CULTURE.**

**IMPLEMENTING SYSTEMS TO SUSTAIN OUR BUSINESS**

Titled 'The Mirvac Way', this new strategic roadmap was delivered through the participation of all staff in senior executive-led briefing and training sessions to educate staff and reinforce the strategic direction.

To support the strategic direction and desired culture, the organisation's performance and remuneration strategy and plans were reviewed and redesigned to optimise alignment between the Group's strategic direction, the desired culture and the systems for pay and performance that connected team and individual priorities to Group outcomes.

To underpin the performance, talent and remuneration systems, Mirvac's Executive Leadership Team approved the implementation of a Human Resource Information System ("HRIS"). The performance module of this system was deployed in February 2011, supported with a comprehensive employee training program. The talent module was implemented shortly after with the remuneration module scheduled for February 2012.

Future implementation of the recruitment and learning modules will complete the whole HRIS suite and provide a robust platform to underpin the Group's business and people strategy.

The implementation of the HRIS is a crucial component to the achievement of the Group's strategy and The Mirvac Way. It will ensure the performance, talent and remuneration system are woven into the fabric of our culture, providing a high-performance ethos underpinning the long-term sustainability and success of Mirvac.

**PERFORMANCE MANAGEMENT**

The AON Hewitt perception score for performance management increased by more than 50 per cent in the 2011 survey. During 2010 a new performance management process was designed by representatives from across the business and implemented. To support the implementation, all employees received objective-setting training and all managers received coaching training.

During 2011 we implemented the talent management module of our HRIS to support the process. In February employees received training in how to use the new system and after one month 95 per cent of employees had performance plans in the system and 98 per cent of employees used the new system to write their year end performance review.

**EMPLOYEE ENGAGEMENT**

Mirvac aims to be a best practice employer as measured by the AON Hewitt Survey and we will achieve this goal through our Group engagement program.

Based on survey results, Mirvac achieved an engagement score of 56 per cent in February 2011, which is a 19 per cent increase on our October 2009 score.

Mirvac's score is consistent with AON Hewitt's Real Estate Investment Benchmark of 58 per cent and we anticipate surpassing this benchmark in 2012.

The improvement in our engagement score is a result of a significant focus across all areas of the organisation. Engagement working groups were established in all functions and these teams developed recommendations, gained approval and then implemented their action plans by December 2010.

As we work to improve our levels of engagement with our staff we will conduct the engagement survey again in 2012, with a target score of 65 per cent which will place Mirvac in AON Hewitt's High Performance/ Best Employers range.

	2009 (Actual)	2011 (Actual)	2012 (Target)
Engagement Score	37	56	65
Perception Score for Performance Management	25	53	60
Perception Score for Leadership	35	58	65
Perception Score for Communication	- <sup>1</sup>	48	55

1) in the 2009 engagement survey a positive perception score for communication was not included as a specific item

Performance management and leadership/communication were chosen as the two areas of focus to improve employee engagement across Mirvac.

## LEADERSHIP AND COMMUNICATION

The AON Hewitt perception score for leadership increased by more than 20 per cent in the 2011 survey and commentary from our employees identifies a significant increase in their satisfaction with communication.

Over the last year we embarked on a journey of engaging our Executive Leadership Team ("ELT") to define Mirvac's strategic vision, purpose and core values that will drive and underpin the achievement of our plan.

Over a number of months the ELT undertook a series of workshops and engaged staff at every level of the organisation to produce and finalise the group's strategic roadmap, The Mirvac Way.

In 2011 the ELT continued to develop The Mirvac Way, delivering a series of workshops across the country to engage employees and update them on our strategic roadmap progress and plans for the 2012 financial year. Our Managing Director delivered a workshop to more than 100 senior managers with a focus on leading The Mirvac Way values.

## TRAINING

Currently the training and development system is undergoing a major review, and the learning management module within the HRIS is scheduled for implementation within the next two years to provide a centralised data source for monitoring and improvement.

During the 2011 financial year all managers completed three days of training in performance management, coaching and values. In addition, 78 employees from the eligible population completed online anti-corruption training.

Our Licence to Operate ("LTO") Program, introduced in July 2008, has been progressively developed to include a suite of 11 compulsory e-learning modules available online at all Mirvac workplaces. These modules provide uniform understanding of key management principles which include environmental awareness and the importance of Health Safety Environment ("HSE") at Mirvac.

As at 30 June 2011 Mirvac achieved a 94 per cent completion rate for all e-learning modules across the Group representing a combined total of 2,882 training days across a total workforce of 4,459 employees.



### DIVERSITY

Mirvac has the objective of being the preferred place to work by 2014 and diversity is a key driver that underpins that objective.

The way in which we operate should reflect the diverse communities we support and the customers we serve. At every level of our organisation we strive to reflect the social structures that our business is designed to support.

Our core philosophy is to 'Create Great Places for Life'. We create great places through our community, residential and commercial property developments, which include houses, apartments, offices, shopping centres and hotels. Whether at work, rest or play our 'great places' touch almost every aspect of our way of life and reflect the diversity of our communities.

We know that diversity also makes good business sense. An organisation that has a positive approach to difference leverages the full potential of its people to optimise commercial decision making.

By ensuring our commercial choices reflect the communities we support, our intention is to integrate diversity outcomes at every level of our business. With a priority focus on gender, our approach to diversity will encompass the cross section of people and the differences that make up our community.

At Mirvac, diversity represents acceptance and respect of the visible and invisible characteristics that make one individual different to another, resulting in an inclusive approach.

We have established a Diversity Steering Group for the organisation which is comprised of leaders and staff from across the organisation, reflecting the desired shape and construct of our business. The purpose of this group is to oversee the management of the Diversity Policy, implementation of diversity strategic initiatives and reporting progress on the program.

The sponsor for the diversity program is the Chairman of the Board and the organisational champion is the Managing Director, who also serves as chair of the Diversity Steering Group.

Mirvac's approach to diversity comprises two phases: Phase One is an immediate focus on gender. Phase Two will identify additional groups, such as indigenous people, those with disabilities, single parents and ethnic minorities, for inclusion under our diversity program.

During the 2011 financial year Mirvac developed and published a Group Diversity Policy (available at [www.mirvac.com](http://www.mirvac.com)).

Mirvac has also developed a strategy with nine key initiatives designed to accelerate Phase One of the program:

- 1) Establish a Women's Network;
- 2) Establish an organisation-wide Graduate Program to provide a pipeline of gender-diverse talent for future leadership roles;
- 3) Update recruitment guidelines to, where possible, encourage a gender balance on short-listed candidates;
- 4) Implement flexible work arrangements/Job Design Policy;
- 5) Establish a pay parity review and measures to achieve equity and parity in gender pay construct;
- 6) Establish a Talent Management Program for Female Leaders in Mirvac;
- 7) Implement diversity Key Performance Indicators for the ELT and Executive Committee;
- 8) Assign a Board sponsor and Executive Champion for the Diversity Program; and
- 9) Establish a Mirvac Group Diversity Council.

Mirvac has diversity performance targets to:

- > Achieve female representation at every level of our business;
- > Ensure female talent turnover is consistent with Group targets and does not exceed male talent turnover;
- > Conduct an annual gender pay parity review at every level of the organisation; and
- > Achieve 2014 preferred employer engagement targets by gender and diversity.

### FLEXIBLE WORK PRACTICES

Mirvac recognises that employees need to achieve an effective balance between work and non-work activities, including family and carer responsibilities.

Mirvac's Flexible Work Policy allows an employee to request that Mirvac considers various flexible working arrangements. In considering such requests, Mirvac balances the needs of an individual against the requirements of the job.

A number of employees have agreements that allow them to work from home. Mirvac has a Working From Home Policy that details requirements such as ensuring that there is a safe working environment, ensuring that proper equipment is available and detailing issues that need to be addressed to ensure that the requirements of the job are met.

To facilitate working away from a recognised office, Mirvac can provide external access to the Group's IT network. At the end of the 2011 financial year, 1,071 employees were provided with this access.

### TURNOVER

Mirvac monitors talent turnover, regrettable turnover and total turnover on a monthly basis. During the 2011 financial year we saw an improvement with total turnover reduced to 29 per cent in 2011, compared to 43 per cent in 2010.

Regrettable turnover is measured as the departure of staff who receive a performance ranking of 3 or above at end of year review. As part of our Group engagement program a targeted initiative through improved engagement and exit interviews has been conducted to reduce regrettable departures. The program has been successful with our annual regrettable departures reduced to 18 per cent in the 2011 financial year.

### PAY PARITY

In 2011 Mirvac transitioned all jobs into the seven grade AON Hewitt job grading structure which assigns jobs to each grade according to size and scope. Although job grades group together roles of broadly similar magnitude, there will still be some variation in pay within a grade due to different roles being sourced from different segments of the labour market and which may require a different remuneration outcome to attract the right candidate.

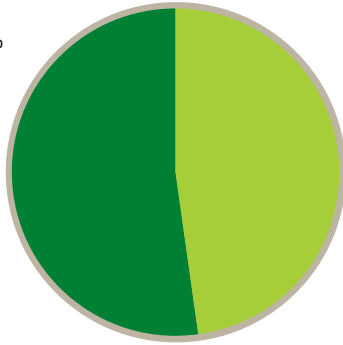
While this analysis has limitations we believe it is a helpful reference point to begin work on achieving pay parity throughout the organisation, regardless of gender. As part of the implementation of our Diversity Policy, a review of pay parity and initiatives to improve outcomes will take place over the next financial year.

# MIRVAC GROUP GENDER PROFILE

As at 30 June 2011

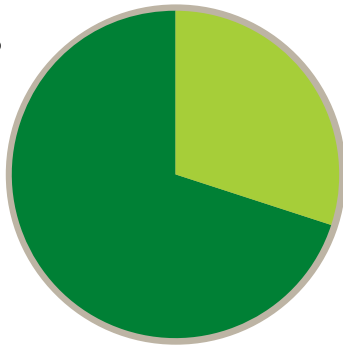
## Mirvac Group (Incl Hotels) Gender Profile %<sup>1</sup>

- Male 52%
- Female 48%



## Mirvac Board Gender Composition<sup>1</sup>

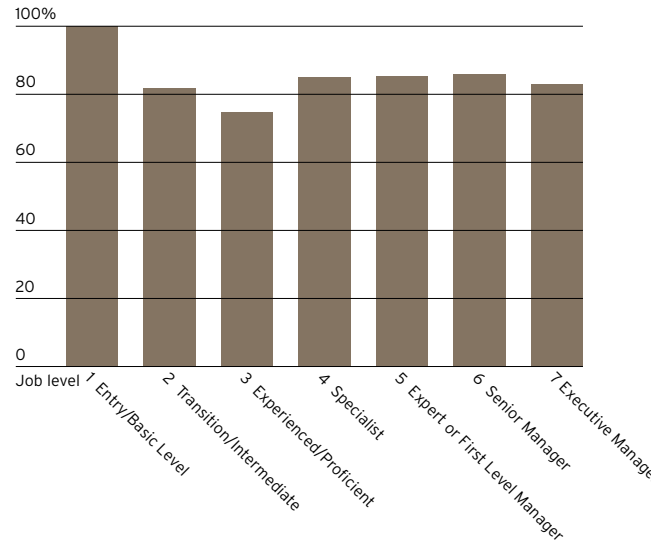
- Male 71%
- Female 29%



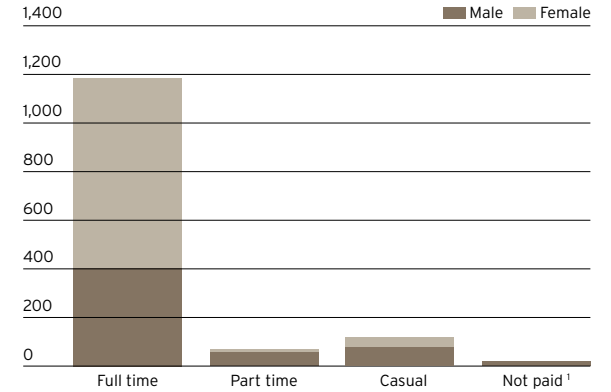
# MIRVAC GROUP EXCLUDING HOTELS

As at 30 June 2011

## Female pay as a percentage of male pay by job level<sup>1</sup>

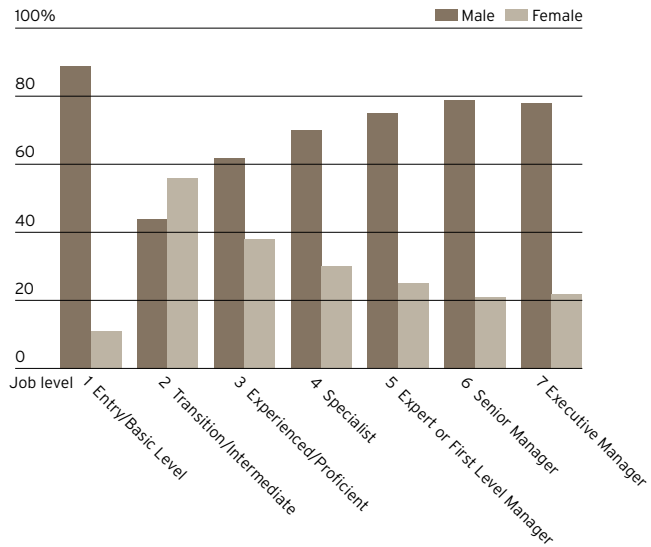


## Employment type by gender

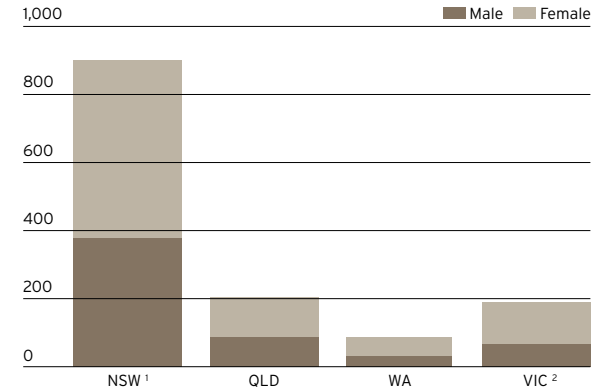


<sup>1</sup> Not paid are employees on that are on extended leave (i.e. Leave without pay, Maternity Leave, etc)

## Proportion of Males and Females by job level<sup>1</sup>



## Employment by region and gender



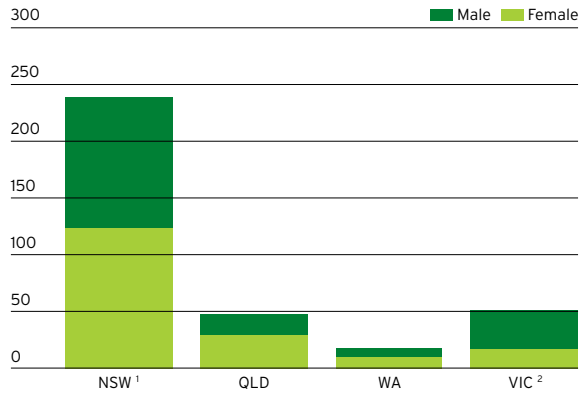
<sup>1</sup> New South Wales and Australian Capital Territory data combined  
<sup>2</sup> Victoria and Tasmania data combined

<sup>1</sup>) Assured by Ernst & Young.

# MIRVAC GROUP INCLUDING HOTELS

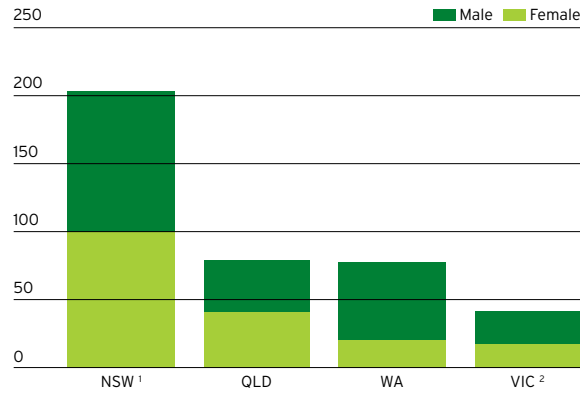
As at 30 June 2011

## New recruitment by gender and location



1) NSW & ACT are combined.  
2) Victoria and Tasmania are combined.

## Turnover by gender and region



1) NSW & ACT are combined.  
2) Victoria and Tasmania are combined.

## Return to work after parental leave

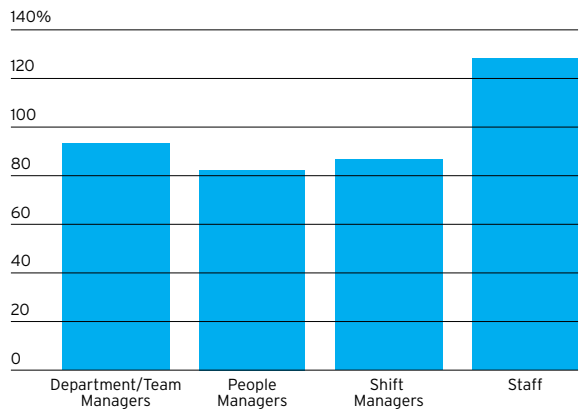


1) Group data from 1 July 2010 to 30 June 2011.  
2) Hotels data is from 1 April 2010 to 31 March 2011.

# MIRVAC HOTELS

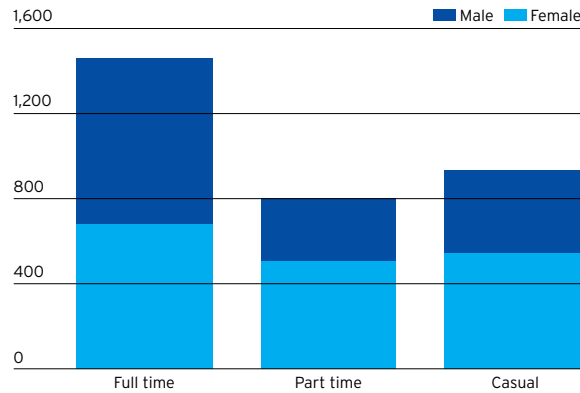
As at 31 March 2011

## Female pay as a percentage of male pay by job level<sup>1</sup>

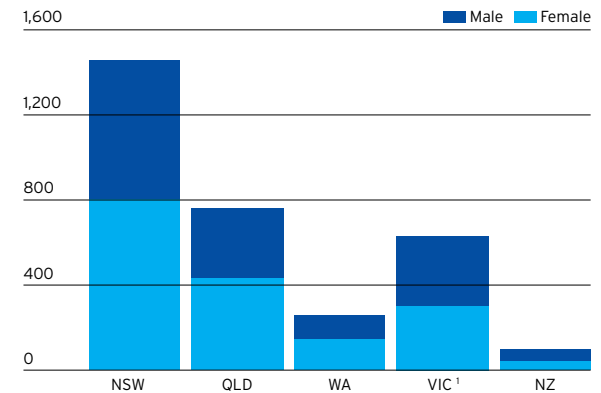


1) Assured by Ernst & Young.

## Employment type by gender<sup>1</sup>



## Employment region by gender<sup>1</sup>



1) Victoria and Tasmania are combined.



## MIRVAC PEOPLE

### EMPLOYEE BENEFITS

We value our people and continue to provide benefits to employees, which include:

- › The ability for all eligible employees to share in the success of Mirvac by receiving Mirvac stapled securities up to \$1,000 at no cost, under Mirvac's employee exemption plan;
- › Special accommodation rates plus food and beverage discounts available at all Mirvac hotels and resorts for all permanent employees after three months of service;
- › Free access to the 24 hour Employee Assistance Program ("EAP") which provides confidential counselling services to employees and their families. The EAP aims to assist employees with the resolution of personal or work related problems, which may have the potential to significantly affect health and wellbeing, work performance or overall quality of life. The EAP also offers Critical Incident Stress Debriefing to individuals or groups in response to a specific work, or even family incident, which may be of a stressful or traumatic nature;
- › Family friendly arrangements including paid parental leave of up to three months according to years of service;
- › One paid volunteer day per year for staff to contribute to the community;

- › Opportunities to work on a part-time, flexible or work from home basis, especially when returning from parental leave. The Working From Home Policy and Procedure outlines the conditions and arrangements to ensure employees have a safe, healthy and productive working environment at home;
- › Access to staff discounts for gym membership, health insurance and with key suppliers, ranging from appliances, beds, computers and more; and
- › Recognition for key milestones of service through Mirvac's formal company loyalty program, with permanent employees eligible for long service awards.

### HEALTH AND SAFETY

Health and safety is a core business value at Mirvac. We strive to provide workplaces free from harm, fostered by a culture that has the safety of people and protection of the environment as a top priority.

Throughout the 2011 financial year HSE performance across Mirvac Group improved significantly. Injuries to employees and service providers (contractors and suppliers), where one or more work days were lost, declined by 18 per cent compared to the previous year and by 58 per cent compared to the 2007 financial year.

Mirvac employee injuries that resulted in a workers compensation claim declined by 17 per cent compared with the 2010 financial year and by 43 per cent compared with the 2008 financial year. The reduction in claims over the past four years has resulted in an 86 per cent decrease in the total overall costs incurred for employee workers compensation claims across the Mirvac Group. In tandem with these performance outcomes, the average cost of each workers compensation claim also reduced by 75 per cent compared with 2008 claims costs and the average time lost for each claim decreased by 81 per cent, falling from 27 days in 2008 to five days in 2011.

The outstanding improvements in health and safety performance outcomes over the past four years continue to be attributed to the implementation of standardised systems and processes, increased awareness, training and other interventions. These include Mirvac's HSE Leaders Program for Executives, the High5 Safety Program and an ongoing national program of internal audits and external independent audits. Improved injury management and return to work processes is also a key driver in the performance outcomes achieved.

Mirvac monitors Lost Time Injury Frequency Rate (LTIFR) per million hours worked in accordance with Australian Standard AS1885.1 Workplace Injury and Disease Recording Standard. Performance data for years 2007 to 2011 is outlined below.

### LTIFR Performance Data

Financial Year	Mirvac Group		
	Employees per million work hours	Employees + Service Providers per million work hours <sup>1</sup>	Fatalities
2007	16.9	18.7	0
2008	14.3	17.2	0
2009	12.4	14.0	0
2010	11.9	10.8	0
<b>2011</b>	<b>10.3</b>	<b>8.8<sup>2</sup></b>	<b>0</b>

- 1) The formula for calculating LTIFR includes total productivity hours for the measurement period as detailed by AS1885.1. Productivity hours for Service Providers (contractors and suppliers) are recorded by Mirvac personnel by determining the total daily number of personnel at the workplace multiplied by a ten hour day. For housing construction workplaces in New South Wales only, where Mirvac full time supervision is not provided, productivity hours are calculated from invoicing, which comprises 20 per cent of the total productivity hours recorded for the Mirvac Development Division. Employee productivity hours are calculated using an eight hour day.
- 2) LTIFR is detailed by each Division overleaf.

## LTIFR KEY PERFORMANCE TARGETS

We set a target of 'outstanding' performance in our Health Safety Environment Objectives and Targets for the 2011 financial year, detailed below. The success of the lead and lag performance indicator approach in driving HSE outcomes has resulted in the further development of a revised, tougher series of objectives and targets for the 2012 financial year. All objectives and targets set were achieved with the exception of waste which achieved an overall diversion from landfill of 50 per cent by weight compared with the target set of greater than 50 per cent.

	Targets FY11	Performance FY11		Targets FY11	Performance FY11
<b>Lead Indicators</b>			<b>Lag Indicators</b>		
Health Safety Environment continual improvement			Health Safety Environment continual improvement		
<b>Workplace culture</b>			<b>Mirvac Constructions</b>		
Demonstrated commitment to HSE by active participation by senior executives (HSE Leaders Program)	100%	100%	Employees only – LTIFR	<5	4.7
			Employees + Service Providers LTIFR	<10	6.7
<b>Incident Reporting</b>			<b>Development</b>		
Promote timely reporting of workplace incidents	<24hrs >98% (Close Out)	17hrs 100% (Close Out)	Employees only LTIFR	<5	2.0
<b>Community Contact (HSE related issues)</b>			<b>Hotels &amp; Resorts</b>		
Promote timely response to community based contacts including residents, customers or general public	<48hrs	8hrs	Employees only LTIFR	<13	12.9
<b>Waste</b>			<b>Mirvac Asset Management (Property &amp; Business Services)</b>		
Promote material recycling and reuse to reduce waste to landfill	>50% By Weight	50%	Employees only LTIFR	<5	2.0
			Employees + Service Providers LTIFR	<8	2.5
<b>Training</b>			<b>Mirvac Group</b>		
i) Induction training for all new starters, transfers or relocations.	>95%	96%	Environment Incident Frequency Rate (EIFR)	<3	1.0
ii) 'Licence To Operate' Training all employees	>90%	94%			
<b>Compliance</b>					
Audit compliance to critical control measures listed in the Workplace Risk & Opportunity Registers.	>90% 100% (Close Out)	92% 100% (Close Out)			



### HSE STRATEGY

We continue to implement an annual HSE Strategic Plan and in the 2011 financial year we established seven strategic objectives and 63 key strategies under these objectives to drive improved HSE outcomes. We identified 201 initiatives based on the key strategies and 186 were completed in the 2011 financial year. A further 15 partially completed initiatives were carried forward to the new HSE Strategic Plan for the 2012 financial year.

Overall, the implementation of the HSE Strategic Plan for the 2011 financial year achieved a 96 per cent completion rate.

### MANAGEMENT SYSTEMS AND INDEPENDENT EXTERNAL RECOGNITION

The Group Manager Health Safety Environment is the appointed management representative required to ensure the HSE Management System and its elements are implemented and maintained in accordance with the previously mentioned standards and to report on performance to senior management for review and ongoing improvement.

We continue to implement a standardised Health Safety Environment Management System across all aspects of the Group. Mirvac Constructions in New South Wales and its related entities in Queensland, Western Australia and Victoria all maintained independent external certification of the implementation of the Mirvac HSE Management System. The certification, undertaken by Bureau Veritas Australia, relates to the AS/NZS4801 Occupational Health and Safety Management Systems, international standard OHSAS18001 Occupational Health and Safety Assessment Series and the AS/NZS ISO 14001 Environmental Management Systems.

In addition, Mirvac's housing construction operations in Western Australia and Victoria achieved independent certification by Bureau Veritas Australia for the implementation of Mirvac's HSE Management System. Ongoing surveillance audits continue to achieve this external independent recognition for Mirvac's commercial and residential construction operations.

The ongoing process of independent external recognition of Mirvac's standardised management system approach across selective business units continues to reaffirm that the system structure and implementation is a sound basis for continued implementation across Mirvac. Certification of other business units will continue in the 2012 financial year.



### HEALTH & SAFETY INITIATIVES MIRVAC UNDERTAKES A VARIETY OF INJURY PREVENTION AND INTERVENTION PROGRAMS TO ELIMINATE OR MINIMISE THE RISK OF INJURY TO OUR EMPLOYEES, SERVICE PROVIDERS (CONTRACTORS AND SUPPLIERS) AND THE PUBLIC.

#### HIGH5 SAFETY PROGRAM

Implemented in 2009 across Mirvac Hotels & Resorts, the High5 Safety Program is a behaviour-based task observation initiative developed by Mirvac to help reduce the five key causes of injury at our workplaces. Injury analysis continues to identify the top five causes as: body strains and sprains; slips, trips and falls; being hit by things; walking into things; and heat and electricity, which make up 90 per cent of Mirvac's injury claims.

While the High5 Safety Program builds on existing safety initiatives, it goes beyond traditional approaches to safety management, which tend to emphasise systems compliance. Instead, the High5 Safety Program approach draws on behaviour-based observation and analysis to reinforce positive behavioural change.

The objectives of the High5 Safety Program are to increase safe behaviours and reduce 'at risk' exposures across Mirvac Hotels & Resorts' workplaces. 'At risk' exposures are those which generally involve shortcuts that people may take when completing work tasks. Increased safe behaviours are achieved by focusing on agreed 'critical behaviours' (preventative job steps) for each of Mirvac Hotels & Resorts' top five injury-causing hazards.

After two years implementation of the program has resulted in an average reduction of 38 per cent of High5 – related injuries across Mirvac hotels. Corresponding with this significant improvement, the average time lost per High5 injury claim has reduced from 31 days in the 2008 financial year, to four days in the 2011 financial year, an 87 per cent reduction.

The reduction in injuries and average time lost through injury for this period has resulted in an 80 per cent reduction in High5 – related claims costs across Mirvac hotels over the last two years. Overall, the High5 Safety Program and its implementation across Mirvac Hotels & Resorts has been an outstanding success.

#### COMPULSORY EYEWEAR

Mandatory eyewear worn by all personnel was introduced at all Mirvac construction sites on 1 February 2009.

The first two years of the intervention has resulted in a substantial reduction in eye injuries requiring follow-up medical treatment. The finding confirms that although compulsory protective eyewear does not always prevent injury, it does have a significant effect in reducing the severity of the injury sustained.

Prior to the intervention there was on average 0.15 eye injuries per 1,000 workers per month requiring follow-up medical treatment. Since the intervention there has been on average 0.04 eye injuries per 1,000 workers per month. The findings identify that the incidence of eye injuries requiring follow-up medical care has decreased by 73 per cent in the first two years of this intervention.

## YOUNG WORKERS

Mirvac recognises that those new to the workforce often lack the experience to be cautious about workplace safety. National statistics for all industries show that young workers are over-represented in work-related injuries, particularly in industries like construction. As a result, since 2006, Mirvac has continued to implement its Young Workers 'Look Out' Safety Program.

The program applies to young people with less than two years of experience and less than 25 years of age across all Mirvac workplaces and work types. The program has contributed to a 24 per cent reduction in young worker injuries requiring medical attention.

## WORKPLACE CULTURE – SAFETY AS A CORE VALUE

Mirvac's commitment to integrating Health Safety Environment into all business activities is reflected by a desire to better understand areas for improvement in the management and application of HSE across the Group. Research demonstrates that by gauging cultural attitudes to HSE in an organisation it is possible to predict future behaviours of employees, discern areas for attention and measure improvement in HSE management over time.

To gauge the HSE culture across Mirvac, a compulsory and anonymous survey was issued across all departments in February 2008. The same survey was re-issued in 2009 and 2011 to determine attitudinal change across the Group and the capacity of Mirvac's Health Safety Environment systems and programs to embed HSE in the hearts and minds of employees.

The average response achieved for our 2011 survey (of 87 per cent of all employees) was four, which is considered a 'good' organisational safety culture and represents continued improvement in safety culture across Mirvac. This score was consistent with our 2009 results and continues to be an improvement on our 2008 score of three. The findings continue to support the implementation of standardised systems and processes, increased awareness training and other interventions, including the Mirvac HSE Leaders Program and the High5 Safety Program.

## HSE RECOGNITION

As part of Safe Work Week, our Managing Director launched the annual HSE Committee Challenge and introduced the inaugural Managing Director's HSE Champion's Award for an individual. A number of entries and nominations were received and reviewed by a panel of judges.

The HSE Committee Champions Award for 2010 was presented to the HSE Committee at The Sebel Trinity Wharf Tauranga New Zealand for their housekeeping trolley and vacuum solution. The solution minimises both manual handling and trip and fall risks associated with housekeeping equipment, both identified in the Mirvac High5 Safety Program.

The inaugural Managing Director's HSE Champion Award was awarded to Steve Lord from Mirvac Constructions Queensland for demonstrating the attributes of Mirvac's first official HSE Champion. In addition to building a positive safety culture on site, Steve is the key driver in implementing the Young Worker Life Skills Program for apprentices in the building and construction industry, which was first implemented at Mirvac's Waterfront Newstead Project in Queensland.

The program delivers a variety of basic life skills training to apprentices in areas often overlooked at school or at work. These skills include financial literacy, mental health, alcohol and other drugs, working in a team, leadership, beliefs and values and workplace rights and responsibilities. The program was recognised by Workplace Health and Safety Queensland as a finalist in the 2010 Safe Work Awards.

## MIRVAC PEOPLE

### HEALTH AND WELLBEING

Stress and psychological issues continue to be an emerging area of concern across many industry sectors. These issues and resulting affects on the health and wellbeing of employees are generally associated with high intensity work environments, heavy workloads and financial pressure, which can create high stress levels and the potential for increased absenteeism and workers compensation claims. To minimise any potential for emerging risks to Mirvac employees, such as stress and psychological injury, our health and wellbeing program helps to improve employee health and lifestyle and support a positive workplace culture.

### YOUNG WORKER LIFE SKILLS PROGRAM

As an expansion to the Young Workers Program, Mirvac's construction operations in Queensland have implemented the Young Worker Life Skills Program for apprentices in the building and construction industry. The program was first implemented at Mirvac's Waterfront Newstead Project in Queensland. It delivers a variety of basic life skills training to apprentices in areas often overlooked at school or at work including: financial literacy; mental health; alcohol and other drugs; working in a team; leadership; beliefs and values; and workplace rights and responsibilities. The program was the winner of the inaugural Mirvac Managing Director's HSE Champions Award for 2010/2011.

### MIRVAC TEAM CHALLENGE

In 2011 Mirvac introduced the Team Challenge to promote the health and wellbeing of employees. Over a 10-week period 55 teams undertook the Challenge, with each entrant wearing a pedometer to record their steps while exercising. The 55 teams collectively walked a total distance of 90,334 kilometres, (seven times around Australia), burnt three million calories and lost the equivalent of 13,345 kilograms.

The Purple Cobras, from Quay West Suites, achieved the most steps. The Cobras collectively walked 3,505,000 steps, the equivalent of 2,453 kilometres. The most outstanding individual participant in the Challenge, Kate Scully, walked a total of 1,346,125 steps in the 10 week period, the equivalent of walking from Sydney to Brisbane.







## LOOKING FORWARD

### SOME OF OUR KEY ACTIONS FOR 2012 ARE:

Allocate all employees at least one sustainability KPI, set by business units and aligned with endorsed KPI guidelines

Initiate an internal climate change education program

Launch the 2012 intake of Bond University Mirvac Masters of Real Estate (Sustainable Development)

Encourage continued staff engagement through national and local sustainability committees

Develop a cultural behaviour change program related to sustainability

Support Human Resources and Health Safety Environment departments in health, safety and wellbeing initiatives