OFFICE WORKPLACE RISK MANAGEMENT PLAN

255 Elizabeth Street

Contents

[1 Revision 4](#_Toc61952365)

[1.1 Introduction and Business Context of the WRMP 4](#_Toc61952366)

[1.2 Facility Specific Amendment 4](#_Toc61952367)

[2 Introduction 5](#_Toc61952368)

[2.1 Workplace Risk Management Plan 5](#_Toc61952369)

[2.2 Workplace Description 5](#_Toc61952370)

[3 HSE Policy 6](#_Toc61952371)

[3.1 HSE Leadership and Commitment 6](#_Toc61952372)

[4 Workplace HSE Planning 6](#_Toc61952373)

[4.1 Workplace Implementation Health, Safety & Environment (HSE) Hazards, Aspects/Impacts 6](#_Toc61952374)

[4.1.1 Safety in Design (DOOR) 6](#_Toc61952375)

[4.2 Legal & Other Requirements 7](#_Toc61952376)

[4.3 HSE Objectives, Targets & Initiatives 7](#_Toc61952377)

[4.3.1 Additional Workplace HSE Initiatives 7](#_Toc61952378)

[4.3.2 Achievement of O&I Division Objectives and Targets 7](#_Toc61952379)

[5 Workplace Implementation 9](#_Toc61952380)

[5.1 Workplace Organisational Structure 9](#_Toc61952381)

[5.2 Training, Awareness & Competency 9](#_Toc61952382)

[5.2.1 Visitor Induction and Access 10](#_Toc61952383)

[5.2.2 Site Induction 10](#_Toc61952384)

[5.2.3 Service Provider Induction 10](#_Toc61952385)

[5.2.4 CAPEX – Principal Contractor Engagement and Management 11](#_Toc61952386)

[5.3 HSE Consultation, Communication and Reporting 12](#_Toc61952387)

[5.3.1 HSE Consultation, Co-operation and Co-ordination (CCC) 12](#_Toc61952388)

[5.3.2 Access to HSE information 12](#_Toc61952389)

[5.4 Document and Data Control 12](#_Toc61952390)

[**5.5** Hazard/Aspect Identification, Risk Assessment & Risk Control 13](#_Toc61952391)

[5.5.1 General risk and hazard management at the workplace 13](#_Toc61952392)

[5.5.2 Reporting hazards and issues 13](#_Toc61952393)

[5.5.3 Faulty or defective plant or equipment 13](#_Toc61952394)

[5.5.4 Engaging Service Providers 13](#_Toc61952395)

[5.5.5 Workplace HSE Instruction (non-conformity) 14](#_Toc61952396)

[5.5.6 Client, Public and Other Entity Interfaces 14](#_Toc61952397)

[5.6 Emergency Response and Evacuation 14](#_Toc61952398)

[6 Measuring and Evaluating 15](#_Toc61952399)

[6.1 Monitoring of Workplace 15](#_Toc61952400)

[6.2 Monitoring of Plant, Equipment & Processes 17](#_Toc61952401)

[6.3 Non-Conformities and Corrective/Preventative Action 17](#_Toc61952402)

[6.3.1 HSEMS Internal Audits 18](#_Toc61952403)

[6.3.2 Incidents at the Workplace (Including Critical Incidents) 19](#_Toc61952404)

[6.3.3 Injury management & return to work 19](#_Toc61952405)

[6.3.4 Unacceptable Behaviours 19](#_Toc61952406)

[6.3.5 Counselling & Employee Assistance 19](#_Toc61952407)

[6.3.6 Non-conformities and HSEMS Improvements 20](#_Toc61952408)

[6.4 HSE Records 20](#_Toc61952409)

[6.5 Management Review 20](#_Toc61952410)

[Appendix 1 – Workplace organisation chart 21](#_Toc61952411)

[Appendix 2 – Important HSE Internet Addresses 22](#_Toc61952412)

[Appendix 3 – HSE Documents 23](#_Toc61952413)

[Appendix 4 – Workplace Document Matrix 24](#_Toc61952414)

[Appendix 5 – Workplace HSE Communication & Consultative Events 26](#_Toc61952415)

[Appendix 6 – Emergency Response Plan 27](#_Toc61952416)

[Appendix 7 – Plant & Equipment Inspection and Testing Schedule 28](#_Toc61952417)

[Appendix 8 – Training Requirements 32](#_Toc61952418)

[Appendix 9 – HSE&S Scorecard KPIs 33](#_Toc61952419)

[Appendix 10 – Workplace Key Stakeholders 34](#_Toc61952420)

1. Revision
   1. Introduction and Business Context of the WRMP

The Mirvac HSE Management System (Mirvac HSEMS), combined with Mirvac Office & Industrial Division (O&I) Workplace Risk management Plan (WRMP) provide the framework for HSE management at Mirvac O&I workplaces.

The WRMP template is documented and managed by O&I HSE via the [O&I](https://mirvacau.sharepoint.com/sites/OIHealthSafetyandEnvironment/HSE%20Documents%20ALL/Forms/AllItems.aspx?slrid=efb47d9e%2D5090%2D6000%2D3f8b%2Dbb7b9dd613b3&RootFolder=%2Fsites%2FOIHealthSafetyandEnvironment%2FHSE%20Documents%20ALL%2FTemplates&FolderCTID=0x01200003595B2D966E3C44893E288E4C3AA234) HSE [Document](https://mirvacau.sharepoint.com/sites/OfficeIndustrialTeamSite/Policies%20and%20Procedures/Forms/HSE.aspx) Library maintained on SharePoint.

* 1. Facility Specific Amendment

The table below provides the history of the workplace specific changes to the WRMP. The Workplace Manager and Facility Manager reviews the WRMP at maximum 12-month intervals. The WRMP is also reviewed as part of the internal HSE Management System Audits every 12 months.

Workplace specific revisions to this plan may be independently issued but are approved by the Workplace Manager in consultation with the Facility Manager and the Division HSE Manager prior to release.

In undertaking any revision of the WRMP at the workplace level:

* The date of the revision and new revision issue are listed in the table below including reference to the page or appendix where the change occurs, or the page numbers throughout the WRMP where multiple changes are required.
* Major changes to the WRMP are managed by issuing a new WRMP, i.e. by changing the facility WRMP revision number on the front page, and the WRMP footer issue date which forms part of the document identifier throughout the Plan. The superseded WRMP is archived.
* Superseded documents/revisions are removed from circulation but retained for archive purposes.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date | Revision Number | Summary of WRMP amendments | Page / appendix number(s) | Approved by |
| 30/12/2021 | 1 | Updated new WRMP | All | Adrian Everingham |
| 20/04/2022 | 2 | Updated Org Chart | Page 21 | Adrian Everingham |
| 09/08/2022 | 3 | Updated Org Chart | Page 21 | Adrian Everingham |
| 26/04/2023 | 4 | Updated Org Chat | Page 21 | Adrian Everingham |
| 17/10/2023 | 5 | Updated Org Chat | Page 21 | Adrian Everingham |

1. Introduction
   1. Workplace Risk Management Plan

This WRMP identifies and details the key areas affecting Health Safety Environment (HSE) for this workplace. The WRMP is a blueprint for implementing the requirements of the [Mirvac](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SiteAssets/SitePages/Safety/HSE%20Management%20System%20Guide%20v5.pdf) HSEMS at the workplace level and includes a Risk & Opportunity Register (ROR) which identifies controls for significant Health Safety Environment (HSE) risks/aspects. Implementation of the WRMP is dependent on the collaborative efforts of the onsite personnel and site HSE representatives.

This WRMP ceases to be a valid HSE document for areas where a Principal Contractor has been appointed. The nominated Principal Contractor is to develop and implement an individual plan for the area where works are to be undertaken.

The Workplace and Facility Manager are responsible for overseeing the day-to-day implementation of this WRMP and collation of related documentation and contractual information.

* 1. Workplace Description

|  |  |
| --- | --- |
| **Workplace Name:** |  |
| **Workplace Address:** | 255 Elizabeth Street, Sydney |
| **Workplace Type:**  (Retail, Industrial, Commercial, Car Park) | Commercial/Educational |
| **Owner:** | Leader Autalnvest II Pty Ltd |
| **Workplace Occupiers:**  (Major tenants only) | Navitas / ICAC |
| **Building Management:**  (Mirvac and Resident SP Employees) | Mirvac Office |
| **Workplace details:**  (Size, # of levels etc.) | 17 Floors and 6 split level basement car parking |
| **Floor Area:** | 1750m2 |
| **Number of Specialty Shops:**  (Minor tenants only) | 3 Retail Shops |
| **Major plant & equipment:** | Levels 17, 16, 10, 5, B1, B2 and B6 |
| **Other features/notes:**  **(adjacent railway, adjacent harbour)** | Adjacent Hyde Park |

1. HSE Policy

The [Mirvac Health Safety Environment Policy](https://mirvacau.sharepoint.com/sites/content/Policy_Documents/Health%20Safety%20Environment%20Policy.pdf?siteid=%7b5D16124A-C80C-4C93-8B21-0735456C060F%7d&webid=%7b06F3FA9E-D3F1-4D4B-8DED-92FD98651AAF%7d&uniqueid=%7bB0AF0A28-EEFE-4257-95DC-421565D991D6%7d) and associated Policies apply to this workplace and are available on the [HSE SharePoint](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/HSE%20related%20policies/Forms/AllItems.aspx?web=1) and are to be displayed at prominent locations at each workplace.

* 1. HSE Leadership and Commitment

Mirvac employees are required to demonstrate active commitment to Mirvac’s HSE vision and are expected to personally model the four Work safe Stay safe behaviours:

* Always Put Safety First
* Safety is Everyone’s Responsibility
* Cut Risks Not Corners
* Lead by Example

1. Workplace HSE Planning
   1. Workplace Implementation Health, Safety & Environment (HSE) Hazards, Aspects/Impacts

Hazard/aspect identification, risk assessment and risk control processes at Office & Industrial workplaces are conducted in accordance with the principles of risk management outlined in the [Mirvac HSEMS Element 3 - Risk Management.](https://mirvacau.sharepoint.com/:b:/s/HealthSafetyandEnvironment/ETKxcinqFxhDhk0xrMSLD0cBOxAe49G0KzsrvVpU890FWA?e=GbmMog)

The significant HSE hazards, aspects/impacts and associated controls for this workplace are listed in the workplace Risk & Opportunity Register (ROR) that is maintained by the Workplace Manager in consultation with O&I HSE.

The Risk & Opportunity Register is prepared using the Office or Industrial [ROR template,](https://mirvacau.sharepoint.com/:x:/r/sites/OfficeIndustrialTeamSite/_layouts/15/Doc.aspx?sourcedoc=%7B0A5F8394-F3A0-44B5-9F91-9B22A9F5A8BC%7D&file=O%26I%20Risk%20Opportunity%20Register%20Template.xlsx&action=default&mobileredirect=true) the jurisdictional legislation, codes of practice and relevant standards, and the Mirvac Minimum Mandatory Requirements (MMRs). All documents are available on the [Mirvac HSE SharePoint Site](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment) and O&I specific HSE documents are available on the [O&I HSE SharePoint Site](https://mirvacau.sharepoint.com/sites/OIHealthSafetyandEnvironment).

The ROR is reviewed:

* in accordance to the complexity and specific operations of the workplace;
* when changes to legislation, Codes of Practice, Standards or to the Mirvac HSEMS or O&I Manual occur;
* following an incident investigation;
* when required in audit report findings;
* during any HSE meetings reviewing activities; and
* at least every 12 months by the Workplace Manager and Facility Manager, or nominated representative, to ensure currency and accuracy.
  + 1. Safety in Design (DOOR)

A DOOR is to be undertaken to identify hazards and risks that can be resolved through design solutions, as well as to identify design opportunities. The [Designing Out Our Risk (DOOR) Procedure](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7BFF0004A1-2811-48B9-9C6A-BE5388B78739%7D&file=Design%20Out%20Our%20Risks%20(DOOR)%20Procedure.DOCX&action=default&mobileredirect=true) is underpinned by a recognition that good design work gives the highest level of protection, so far is reasonably practicable.

This procedure applies to the internal or external design, construction, end use, maintenance and demolition of buildings and structures for Mirvac.

Development projects must complete all seven design phases. CAPEX projects must complete phase 1 *Project Brief,* at a minimum and through consultation with the HSE Manager, determine additional phase requirements dependent on the scope of the project.

* 1. Legal & Other Requirements

HSE Legal and other requirements that apply to this workplace are listed in the ROR. Access to WHS Acts & Regulations, Standards and Codes of Practice for workplace personnel are provided via the [Mirvac HSE SharePoint Site](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SitePages/Legislation,-Codes-of-Practice-and-Standards.aspx?web=1).

The O&I HSE Manager is responsible for communicating changes to WHS Acts & Regulations, Standards and Codes of Practice to the workplace, and to oversee the update to relevant processes and documents as required.

* 1. HSE Objectives, Targets & Initiatives

There are documented HSE Objectives and Targets for this workplace, referenced Appendix 9. Progress against the HSE objectives and targets is reported monthly to the HSES Committee.

KPIs are set annually (starting July each year) by Group HSE in collaboration with Business Units. Appendix 9 KPIs are set annually in consultation with the O&I Leadership Team and HSE, following a review of HSE performance.

* + 1. Additional Workplace HSE Initiatives

In addition to those objectives and targets held in table 4.3.2, a minimum of one additional project Health Safety Environment initiative is nominated at the discretion of the Workplace Manager, or nominated representative, in consultation with the Workplace HSE Representative or Committee where applicable, and the O&I HSE Manager. To assist in the selection and monitoring of HSE initiatives, the [Initiative Proposal for HSE Improvement](https://home.mirvac.com.au/hubs/ops/HSE/Docs/_layouts/15/WopiFrame.aspx?sourcedoc=/hubs/ops/HSE/Docs/Documents/Initiative%20Proposal%20for%20HSE%20Improvement.docx&action=default&DefaultItemOpen=1) form is used.

Examples may include:

* reduction in hazards;
* improved awareness of unsafe acts (objective) – task observation and monthly incentive scheme (target).

|  |  |
| --- | --- |
| **List Workplace HSE Initiative(s):** | Monthly team meeting with main tenant – Navitas includes HSE items |

* + 1. Achievement of O&I Division Objectives and Targets

Based on the O&I Division Objectives and Targets outlined in Appendix 1 and Appendix 2, HSE performance measurement is monitored by:

* periodic auditing of the WRMP and its implementation;
* evaluation of Service Provider performance by monitoring workplace activities, JSEAs and SWMSs or equivalent through observation, monitoring and regular inspection by Mirvac personnel, services providers and the workplace HSE Committee/Representative [where applicable];
* incident reporting, investigation and effective communication and evaluation of implemented corrective actions;
* recording and reporting of HSE objectives against targets which are reviewed monthly; and
* effective injury management, return to work and environment protection.

Personnel nominated to undertake the implementation and observation of the O&I Division Objectives and Targets for this workplace are listed below in table 4.3.2.

*Table 4.3.2 O&I Division Objectives & Targets – Nominated Personnel*

|  |  |  |
| --- | --- | --- |
| **Nominated Role** | **Objectives & Targets Task** | **Frequency** |
| * Facility Manager * Senior Facility Manager | **Task Observation**  **FCR37 Service Provider Safety**  *The following services are to be audited once minimum in a 12-month period: Window Cleaning, Cooling Tower Maintenance, Fire Services, Mechanical Services, Lift Services, Electrical, Security, Cleaning, BMU Maintenance (if appliable) and Generator Maintenance (if applicable).*  **FCR36 Asset Inspection**  **FCR01 Compliance** | **FCR36 / FCR37 Monthly**  **FCR01 – 6 Monthly (Jun & Dec)** |
| * Facility Manager * Senior Facility Manager * Asset Manager / Property Manager | **HSE Awareness / Consultation**  Raise awareness of important HSE issues amongst employees and service providers through HSE Alerts or other HSE communications to employees and service providers. | **Monthly** |
| * Facility Manager * Senior Facility Manager * Asset Manager / Property Manager | **Community Contact** (HSE related matters)  Promote timely response to community-based contacts, including residents, industry, commercial and the general public. | **48 Hours** |
| * Facility Manager * Senior Facility Manager * Asset Manager / Property Manager | **Waste**   * Divert waste from landfill. * Promote material recycling and reuse to reduce waste to landfill. | **80% waste diversion rate by FY23** |
| * Facility Manager * Senior Facility Manager * Asset Manager / Property Manager | **Carbon**  Promote reduction in carbon emissions from FY18 baseline. | **5% reduction in carbon intensity from FY18 baseline by FY21** |
| * Facility Manager * Senior Facility Manager | **Water**  Promote reduction in water use from FY18 baseline. | **5% reduction in water intensity from FY18 baseline by FY23** |
| * Facility Manager * Senior Facility Manager * Asset Manager / Property Manager | **Training**   1. Induction training for all new starters, transfers and relocations, including emergency response. 2. ‘Licence to Operate’ training for all employees | **100%** |
| * Facility Manager * Senior Facility Manager * Asset Manager / Property Manager | **Lag Indicators**   * LTI * TRIFR * Environmental * CIFR | **< 3**  **< 8.35**  **< 2**  **<1.75** |

1. Workplace Implementation
   1. Workplace Organisational Structure

An organisational chart is prepared to outline HSE responsibilities and reporting lines. The organisational chart for this workplace is outlined in Appendix 1.

On commencement at the workplace, each person employed in a role listed in the organisational chart is assigned their respective HSE Roles & Responsibility Statement to review and acknowledge via LearnConnect.

Service providers (contractors and suppliers) are managed in accordance with the [O&I Service Provider Management Procedure](https://mirvacau.sharepoint.com/sites/OfficeIndustrialTeamSite/Policies%20and%20Procedures/Forms/HSE.aspx?id=%2Fsites%2FOfficeIndustrialTeamSite%2FPolicies%20and%20Procedures%2FService%20Provider%20Management%20Procedure%2Epdf&parent=%2Fsites%2FOfficeIndustrialTeamSite%2FPolicies%20and%20Procedures).

* 1. Training, Awareness & Competency

Details on training requirements can be found in the [Mirvac HSEMS Element 8: Competency & Capability](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SiteAssets/SitePages/Safety/HSE%20Management%20System%20Guide%20v5.pdf) and the appendix 8.

The minimum training requirements of Office & Industrial employees are:

* Mirvac Group Licence to Operate (LTO – Cornerstone);
* WRMP for the workplace (workplace-based training);
* WHS Risk Management for personnel in supervisory positions;
* Mirvac General Induction and Site-Specific Induction(s) (Contractor Management System);
* Work Health and Safety General Construction Induction (White Card) - this applies to all Facility Management staff and Asset Management staff that may be involved with fit-outs and refurbishments (Development works).

Additional HSE training needs are identified in the HSE Training Matrix. Workplace specific HSE training, competencies and licenses/certificates (e.g. confined space entry, asbestos removal, plant licences, or other) for Mirvac O&I workplace personnel (covering all training aspects) are identified in collaboration with the HSE Team and recorded in the O&I HSE Training Register as required.

Where there is a requirement to undertake mandated ‘refresher’ training courses (e.g. first aid) then the dates of the programmed course must be entered in Cornerstone and the O&I HSE Training Register. Where the business unit or workplace has a requirement for other training to be undertaken at regular intervals, this can be detailed in the same way.

Appropriate certificates of competency and other qualifications for O&I workplace personnel and service providers (for all medium to high risk works i.e. preventative maintenance contractors) are provided and attached to the specific JSEA for the works to be performed and kept on file. Licences can be uploaded by the inductee to their profile for review and retention by HSE.

The minimum requirements for Service Providers (contractors and suppliers) at this workplace is:

* Work Health and Safety General Construction Induction (White Card) – applicable to all works defined as building or construction, this includes maintenance;
* Mirvac General Induction and Site-Specific Induction(s) (Contractor Management System);
* Relevant certificates of competency and other work activity related training, e.g. confined space entry and asbestos removal.
  + 1. Visitor Induction and Access

All visitors must sign in when attending site. Service Provider personnel who are not conducting works but may be providing a quote, consultation, checking a utility meter etc. must sign in and out via the CMS terminal and are to be escorted by a Mirvac representative at all times.

People visiting Mirvac personnel in their office (e.g. other Mirvac employees) are required to sign into a paper-based log book to ensure an accurate entry record is maintained for evacuation purposes.

* + 1. Site Induction

All Mirvac employees who are not considered visitors to the workplace are provided induction information to familiarise them with key site safety requirements (e.g. emergency procedures, emergency contacts and first aid arrangements) and amenities. Site induction is issued via the Contractor Management System with records maintained online through the portal.

* + 1. Service Provider Induction

Record of Service Provider induction is maintained via the [Contractor Management System (CMS)](https://my.rapidglobal.com/Web/Account/LogOn/569) and CMS Terminal based on site. Service Providers undertaking work onsite must always log onto the CMS upon arrival to site. The CMS will determine if the induction (including all insurances, HSE information) is valid for that Service Provider and the particular site.

Following this process provides evidence that the service provider agrees they have read, been given the opportunity to provide feedback and agrees to comply with HSE requirements prior to works being undertaken. Record of induction are maintained via the CMS in accordance with the Privacy Act.

As part of the on-boarding process for all Service Providers the following is to occur:

* Service Company registration requirements documented in the [Service Provider Authority for Works to Proceed Part A;](https://home.mirvac.com.au/hubs/ops/HSE/Docs/Documents/Service%20Provider%20Authority%20for%20Works%20to%20Proceed%20Part%20A.docx?Web=1)
* Service Provider representative sent key documents (where applicable), including:
  + WRMP;
  + R&O Register;
  + [Mirvac Minimum Requirements](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SitePages/Critical-Risk-Management.aspx?web=1) (and associated forms, permits etc.);
  + [Emergency Response Plan;](https://home.mirvac.com.au/hubs/ops/HSE/Docs/Documents/Emergency%20Response%20Plan%20Template.docx?Web=1)
  + [Mirvac JSEA / SWMS template](https://home.mirvac.com.au/hubs/ops/HSE/Docs/Documents/Mirvac%20SWMS%20JSEA%20Template.docx?Web=1);
  + [Hazardous Chemicals or Substances Risk Assessment Template; and](https://home.mirvac.com.au/hubs/ops/HSE/Docs/Documents/Hazardous%20Chemicals%20or%20Substances%20Risk%20Assessment.docx?Web=1)
* The Service Provider is required to provide the following:
  + HSE Management Plan;
  + SWMS /JSEAs relevant to the works;
  + Plant & equipment licensing, registration and maintenance records and plant specific risk assessments;
  + Safety Data Sheets;
  + Insurance information;
  + Hazardous chemicals/substances risk assessments; and
  + any relevant registers (PPE, Lifting gear etc.).

Service Providers are inducted through the online Contractor Management System portal (Rapid Induct) using a workflow consistent with the two forms: [Service Provider Authority for Works to Proceed Part A](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B37513B19-655F-4D66-91EB-E18C8F0F1247%7D&file=Service%20Provider%20Authority%20for%20Works%20to%20Proceed%20Part%20A.docx&action=default&mobileredirect=true) and [Service Provider Authority for Works to Proceed Part B](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7BA89AC59F-FAF0-4A06-91F3-38B1EAADE34C%7D&file=Service%20Provider%20Authority%20for%20Works%20to%20Proceed%20Part%20B.docx&action=default&mobileredirect=true).

* + 1. CAPEX – Principal Contractor Engagement and Management

Principal Contractors will be engaged by Mirvac to carry out contracts as part of the Capital Projects (CAPEX) works. Due diligence will be conducted on all Principal Contractors to ensure a minimum standard of HSE compliance is met prior to engagement using Principal Contractor Pre-tender Evaluation. All HSE documentation will be reviewed and approved in line with the Principal Contractor Engagement & Management Procedure.

No Principal Contractor shall be allowed to commence works without prior approval from Mirvac HSE team.

The main representative of the Principal Contractor is required to be inducted to site via the Rapid HSE management system and induction is maintained via the [Contractor Management System (CMS)](https://my.rapidglobal.com/Web/Account/LogOn/569) and CMS Terminal based on site. The Principal Contractor’s main representative supervising and in control of the work onsite must always log onto the CMS every morning and then report to the Mirvac FM of site numbers and works being carried out. The CMS will determine if the induction (including all insurances, HSE information) is valid for that Principal Contractor and if allowed to commence works specific to that asset.

Following this process provides evidence that the Principal Contractor is aware of the Mirvac asset induction requirements, e.g. emergency procedures and has communicated this to all subcontractors they have engaged as part of their site-specific induction presentation. A prestart site meeting will provide the opportunity for all parties to comment on HSE requirements prior to works being undertaken. Record of induction are maintained via the CMS in accordance with the Privacy Act.

In line with Mirvac engagement and on-boarding process for all Principal Contractors the following is to occur:

* Principal Contractor engagement and management requirements documented in the Principal Contractor Engagement & Management Procedure
* The Principal Contractor will be provided with Mirvac’s Principal Contractor Guidance document to ensure compliance for project set up, Mirvac Minimum Requirements documents will be provided for reference only
* The Principal Contractor is required to provide the following:
  + Site Specific HSE Management Plan;
  + Project Specific Risk Register
  + High Risk SWMS (which have been reviewed and approved by PC)
  + Principal Contractor Engagement letter;
  + Insurance information;
  + Safety In Design Register (in addition to DOOR review 4.1.1)
  + HSE Management System Certification
  1. HSE Consultation, Communication and Reporting
     1. HSE Consultation, Co-operation and Co-ordination (CCC)

The meetings which communicate HSE matters at this workplace are listed in Appendix 5. HSE consultation arrangements at this workplace are identified in Element 7 of the [Mirvac HSE Management System](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SiteAssets/SitePages/Safety/HSE%20Management%20System%20Guide%20v5.pdf), the [Consultation, Co-Operation & Co-ordination Procedure](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B1559DD99-3036-4EC2-9DAF-73B051441FCE%7D&file=Consultation%20Coordination%20and%20Cooperation%20Procedure.docx&action=default&mobileredirect=true) and the [Consultation Statement.](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B4EEE10B6-2F73-4D15-B325-5DB3FAE730E6%7D&file=Consultation%20Statement.doc&action=default&mobileredirect=true)

Consultation and issue resolution is managed in accordance with the [Consultation, Co-Operation & Co-ordination Procedure](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B1559DD99-3036-4EC2-9DAF-73B051441FCE%7D&file=Consultation%20Coordination%20and%20Cooperation%20Procedure.docx&action=default&mobileredirect=true). Meetings discussing these and other HSE related issues are recorded using the Mirvac Meeting Minutes and Tool Box Talk Record. Other regular communication on HSE matters at this workplace is issued electronically (e.g. email, intranet) via the building management team, HSE Consultation Group and Group HSE on a needs basis.

Service Providers and other persons conducting a business or undertaking at workplaces are required to consult with their employees on issues that may impact HSE and a record, e.g. a Tool Box Talk forwarded to the Workplace Manager or nominated representative.

Consultation includes the requirement for all workers including employees and Service Providers (contractors and suppliers) to report hazards and incidents.

* + 1. Access to HSE information

To ensure all personnel have the opportunity to view, discuss and take note of HSE information, the information and HSE documents are available on [SharePoint](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SitePages/Home.aspx). HSE information which is printed and displayed at each workplace is limited to the following:

* Emergency evacuation diagram/drawing, including Assembly Areas and Emergency Services number;
* Emergency Contact Table from Appendix 6;
* Mirvac Health Safety and Environment Policy;
* Latest HSE Alerts;
* Crisis Incident Management Plan QRG
  1. Document and Data Control

Documents become ‘uncontrolled’ from the date of retrieval, downloading or printing from the HSE [SharePoint](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SitePages/Home.aspx). Document additions, changes or deletions are managed by Group and O&I HSE via SharePoint.

All HSE documentation specific to the workplace is maintained via the Asset Folder on the [O&I HSE SharePoint site](https://mirvacau.sharepoint.com/sites/OIHealthSafetyandEnvironment).

* 1. Hazard/Aspect Identification, Risk Assessment & Risk Control
     1. General risk and hazard management at the workplace

All work activities undertaken by Mirvac personnel and Service Providers at this workplace are carried out in accordance with Mirvac policies, procedures and guidelines.

Where a JSEA is required, it is prepared using the [JSEA form](http://www.mirvacam.com.au/contractors) ensuring inclusion of any workplace related hazards/aspects, and their respective critical controls which have been identified in the ROR.

* + 1. Reporting hazards and issues

All Mirvac personnel and Service Providers are encouraged through the site induction and HSE e-learning training modules to identify and control hazards and aspects on a “see it, sort it, report it”’ basis where practicable to do so, and to report hazards and incidents in accordance with the [Incident Management Procedure.](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7BEFA1AB08-4D1F-4426-BF15-FADF217A5A16%7D&file=Incident%20Management%20Procedure.docx&action=default&mobileredirect=true)

* + 1. Faulty or defective plant or equipment

Where faulty or defective plant and equipment is identified, which has the potential to impact on HSE, it shall be isolated from use in accordance with the [Isolation Lock-out Tag-out MMR.](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B77443021-817D-4F52-8D8B-B4CB8496CA76%7D&file=Isolation%20Lockout%20Tagout%20MMR.DOCX&action=default&mobileredirect=true)

* + 1. Engaging Service Providers

Mirvac personnel engaging service providers to undertake work at the workplace are required to meet the MMRs outlined in the [Mirvac HSEMS](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SiteAssets/SitePages/Safety/HSE%20Management%20System%20Guide%20v5.pdf) and the requirements outlined within the [Office & Industrial Service Provider Management Procedure.](https://mirvacau.sharepoint.com/sites/OfficeIndustrialTeamSite/Policies%20and%20Procedures/Forms/HSE.aspx?id=%2Fsites%2FOfficeIndustrialTeamSite%2FPolicies%20and%20Procedures%2FService%20Provider%20Management%20Procedure%2Epdf&parent=%2Fsites%2FOfficeIndustrialTeamSite%2FPolicies%20and%20Procedures)

O&I personnel responsible for managing service providers ensure that the service provider complies with the requirements contained within the Mirvac Group [Service Provider Permit for Work to Proceed](https://home.mirvac.com.au/hubs/ops/HSE/Docs/Documents/Service%20Provider%20Permit%20for%20Works%20To%20Proceed.doc?Web=1) (Part A and Part B). Monitoring of service providers HSE performance is achieved using the Functional Compliance Report 37 (FCR37).

Service Providers selected to undertake work are required to register via the Contractor Management System online portal and provide the following documentation prior to completing inductions and commencing works:

* Safety Management Plan (outlines the management, supervision and control measures to be implemented by the service provider for all health, safety and environmetal risks associated with the works);
* SWMS / JSEA;
* Public Liability Insurance Certificate of Currency;
* Work Cover Certificate of Currency for the relevant state(s);
* Professional Indemnity Insurance (Consultants only);
* Personal Injury Insurance (Sole Traders only).
  + 1. Workplace HSE Instruction (non-conformity)

An HSE Instruction may be issued where a risk to the health and safety of an individual(s) or impact to the environment or property is identified according to the following:

* classified as significant (greater than medium) through the risk ranking process; and
* identified as ‘uncontrolled’ (i.e. the control measure is grossly ineffective, non-existent or ignored) at a workplace; or
* at imminent risk of serious injury or material harm to the environment;
* a matter involving HSE documentation or contractual issues that require immediate resolution.
  + 1. Client, Public and Other Entity Interfaces

Contact with the community is a means by which Mirvac can positively engage stakeholders and potential clients or customers by demonstrating sound management practices in resolving any concerns raised in a timely manner. Community members that interface with Mirvac business undertakings present the opportunity for feedback and a positive response by Mirvac. Any response shall commensurate with Mirvac’s high regard and sensitivity to social amenity and the lifestyle impacts of its business undertakings. Positive and negative interaction is recorded as a Community Contact via the Mirvac Incident Report system (iSystain).

Asset and property holding checklist is completed at a minimum of three monthly intervals to manage and control any risks associated with the interface with our clients, the public and other entities

* 1. Emergency Response and Evacuation

The Workplace Manager, or a nominated representative, in conjunction with other appointed Mirvac personnel develops emergency response procedures as required by the Element 5 of the [Mirvac HSE Management System,](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SiteAssets/SitePages/Safety/HSE%20Management%20System%20Guide%20v5.pdf) the [Emergency Preparedness and Response MMR](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B568AE5EE-A33F-4DFE-A0F4-451CBB6FE35A%7D&file=Emergency%20Preparedness%20and%20Response%20MMR.docx&action=default&mobileredirect=true) and the [Emergency Response Plan](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7BC3E51550-1BA6-4716-A5A0-B5C9ADD7C3DD%7D&file=Emergency%20Response%20Plan%20Template.docx&action=default&mobileredirect=true) (ERP). The Emergency Response Plan Contact Information table is completed by the Workplace Manager or a nominated representative and is included in Appendix 6.

Each workplace has a stand-alone documented Emergency Response Plan (ERP) prepared in accordance with the [Emergency Preparedness and Response MMR](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B568AE5EE-A33F-4DFE-A0F4-451CBB6FE35A%7D&file=Emergency%20Preparedness%20and%20Response%20MMR.docx&action=default&mobileredirect=true) and regularly tested in accordance with the table below.

The ERP is reviewed periodically to ensure currency and tested at maximum intervals or more frequently according to the current level of risk. The evaluation of the test includes time taken to evacuate the workplace including specific areas or floors, and the effectiveness of the evacuation operation, the siren, and of access/egress. The results are recorded on the Mirvac Group Evacuation/Emergency Drill Evaluation or equivalent and is available at the asset for audit purposes.

The service provider for the Emergency Response Planning and Evacuation Training will develop and maintain the documentation for each workplace in accordance with AS 3745 in consultation and approval with management of the workplace.

Where an ambulance is called to attend a workplace injury, a Standby Person will be nominated and positioned at the main entry to the workplace to assist Ambulance Officers to locate and attend the injured person as required by the [Emergency Preparedness and Response MMR](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B568AE5EE-A33F-4DFE-A0F4-451CBB6FE35A%7D&file=Emergency%20Preparedness%20and%20Response%20MMR.docx&action=default&mobileredirect=true). A complete [Emergency Call Ambulance](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B6919AAE7-2A2A-48A5-9192-38A494A86868%7D&file=Emergency%20Call%20Ambulance.docx&action=default&mobileredirect=true) displayed in the workplace provides a summary of information required when making an emergency call.

The Emergency Response Plan (ERP) is reviewed and tested as follows:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Item** | **Action required & pass/fail requirement** | Monthly | 6 monthly | Yearly | 5 yearly | **Record** |
|  |
| Emergency Response Plan (ERP) | Check content & continued relevance to workplace including assessment of assembly area |  |  |  |  | Review as part of maximum yearly review of the Workplace Risk Management Plan. |
| Emergency Control Organisation (ECO) | ECO personnel requirements comply with the ERP |  |  |  |  | Emergency response plan (ERP). |
| Fire equipment | Fire extinguishers, hose reel or other. Attached compliance tags. Inspection & maintenance by service provider |  |  |  |  | Workplace HSE Inspection. Service provider records. |
| Fire equipment | Fire extinguishers, hose reel or other. Seals intact. Charged extinguishers in place at relevant locations |  |  |  |  | Workplace HSE Inspection.  HSE Committee Minutes. |
| Evacuation equipment | Emergency lighting |  |  |  |  | Logbook maintained by service provider |
| Evacuation equipment | Emergency Warning and Intercommunication System (EWIS) |  |  |  |  | Logbook maintained by service provider |
| Evacuation exercise | Compliance with the emergency response plan (ERP). |  |  |  |  | HSE Committee Minutes, Workplace Manager Diary and [Evacuation/ Emergency Drill Evaluation HSEF2.87](http://intranet/mirvac/dscgi/ds.py/Get/File-39930/Evacuation_Evaluation_Checklist_HSEF2.87-B.doc). |
| Emergency Drill | Emergency scenario response (taken from ERP Identified Emergencies) |  |  |  |  | [Evacuation/ Emergency Drill Evaluation HSEF2.87](http://intranet/mirvac/dscgi/ds.py/Get/File-39930/Evacuation_Evaluation_Checklist_HSEF2.87-B.doc) |
| Training | All personnel inducted, and ECO personnel training up to date |  |  |  |  | Training records |
| Assembly areas | Nominated areas checked suitable and relevant to ERP |  |  |  |  | Workplace HSE Inspection. |
| Hydrant/Hose reels | Flushed and tested |  |  |  |  | Logbook maintained by service provider |

1. Measuring and Evaluating
   1. Monitoring of Workplace

The workplace is inspected according to the HSE Inspection Schedule detailed in table 6.1.1.

The Functional Compliance Report 37 (FCR37) is used to monitor compliance of service providers undertaking high risk work activities. The following high-risk services must be audited at least once within a 12 month period: Window Cleaning, Cooling Towers, Fire Services, Mechanical Services, Lift Services, Cleaning, Security and Electrical.

Workplace hazards are reported to the Workplace and/or Facility Manager, and are recorded by Mirvac personnel using the Incident Reporting System (iSystain).

*Table 6.1.1 HSE Inspection Schedule*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Workplace Inspection Schedule** | | | | |
| **Task** | **Type of Inspection** | **Inspection By** | **Frequency** | **Record** |
| Specific Work Area | Hazard Inspection. | All | Daily | Report any significant issues via the online HSE reporting system iSystain |
| All general work areas including plant & equipment | Hazard Inspection, general inspection/walk-around | Workplace or Facility Manager | Daily | Report via iSystain  Signage  Plant logbooks |
| General Work Area | Health Safety Environment Inspection. | HSE Committee where formed or nominated HSE person | Every 2 months | HSE Committee Minutes |
| **Functional Compliance Reports** | | | | |
| **Task** | **Type of Inspection** | **Inspection By** | **Frequency** | **Record** |
| Functional Compliance Report 01 (FCR01) | Verification of critical items for operational management of O&I managed locations focusing on administration compliance | O&I FM staff | Twice Annually (Jun & Dec)  (minimum) | FCR01 (Rapid Auditor) |
| Functional Compliance report 36 (FCR36) | Asset Inspection report | O&I FM staff | Monthly | FCR36 (Rapid Auditor) |
| Functional Compliance report 37 (FCR37) | Contractor Audit (task observation)  *The following services are to be audited once minimum in a 12-month period:*  *- Window Cleaning*  *- Cooling Tower Maintenance*  *- Fire Services*  *- Mechanical Services*  *- Lift Services*  *- Electrical*  *- Security*  *- Cleaning*  *- BMU Maintenance (if applicable)*  *- Generator Maintenance (If applicable)* | O&I FM staff | Monthly | FCR37 (Rapid Auditor) |

* 1. Monitoring of Plant, Equipment & Processes

The compliance of plant, equipment and processes at this workplace is assessed in accordance with Appendix 7 – Plant, Equipment & Processes Inspection & Testing Schedule.

Inspection of all plant and equipment used in construction or maintenance processes is undertaken by a competent person (e.g. Plant Owner, Plant Mechanic or Plant Engineer) as per the manufacturer’s specification, prior to use at a Mirvac workplace. On arrival at a workplace, mobile plant documentation is inspected using the [Plant Arrival Checklist](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7BE5C06DC9-135A-46A0-A86F-4E57E1D15A5E%7D&file=Plant%20Arrival%20Checklist.docx&action=default&mobileredirect=true), as per the requirements outlined in the [Plant, Equipment and Tools MMR](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7BBAEBD7BF-D122-42E4-9F20-5815D236DC1B%7D&file=Plant%2C%20Equipment%20and%20Tools%20MMR.DOCX&action=default&mobileredirect=true).

The person with management or control of a lift at a workplace (including a person with management or control of maintenance of a lift) must ensure prevention of falls, falling objects, safe access and signage stating maximum loading.

In some instances, plant and equipment may require further inspection and certification by qualified personnel where the configuration can be altered (i.e. cranes, hoists, lifts, escalators, building maintenance units, travelators or other).

Competent persons, being either the service provider bringing the plant on-site, the operator or the service provider deemed to be the principal contractor, undertake and document physical inspections of plant and equipment prior to use and on a daily basis. All persons operating plan and equipment must be appropriately trained, experienced and where required, certified by the regulatory authority.

Service providers are required to maintain inspection and test records and a Plant Register for all their plant and equipment which must be verified by an O&I team member at the workplace. Maintenance of hired plant and equipment is the responsibility of the supplier/hire company. If a supplier/hire company fails to maintain its plant and equipment and workplace personnel are aware that the equipment requires maintenance/repair, or has the potential to create risks to health safety and environment, the plant and equipment is quarantined in accordance with the [Isolation Lockout Tagout MMR](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B77443021-817D-4F52-8D8B-B4CB8496CA76%7D&file=Isolation%20Lockout%20Tagout%20MMR.DOCX&action=default&mobileredirect=true) and its operation ceased. Personnel must inform their supervisor, who in turn will ensure the supplier/hire company complies with its maintenance requirements.

Plant and equipment provided to this workplace must be supplied with the required items not limited to:

* A plant and equipment register;
* A risk assessment or JSEA for the plant and equipment provided;
* Evidence of adequate instruction and training in the use of the plant and equipment;
* A JSEA or equivalent related to the safe operation of the plant and equipment; and
* Records detailing the currency of ongoing maintenance, testing or calibration.

Faulty or defective plant and equipment identified which has the potential to impact health and safety or the environment is tagged out in accordance with the [Isolation Lockout Tagout MMR](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B77443021-817D-4F52-8D8B-B4CB8496CA76%7D&file=Isolation%20Lockout%20Tagout%20MMR.DOCX&action=default&mobileredirect=true).

* 1. Non-Conformities and Corrective/Preventative Action

Non-conformities and corrective/preventative actions identified at this workplace are tracked to resolution by the Workplace Manager or a nominated representative, which includes a record of corrective actions and evaluation of their effectiveness. This includes HSE action items from reviews, audits, workplace inspections, hazard/aspect notification reports, opportunities for improvement and incidents. These action items are corrected in a timely manner to prevent recurrence.

* + 1. HSEMS Internal Audits

Internal audits are carried out by O&I HSE in accordance with the methodology outlined in ISO 19011 and the [Audit Procedure](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7BA577927B-75FA-4ED9-BCEC-50B4B70F16DB%7D&file=Audit%20Procedure.doc&action=default&mobileredirect=true). Audits, as a minimum, can only be conducted by a person with Internal Auditor Training (SAI Global 2-day equivalent) and hold a minimum of Certificate IV in Work Health Safety.

Audits of the workplace are conducted annually in line with the Audit Schedule available on the [O&I HSE SharePoint Site](https://mirvacau.sharepoint.com/sites/OIHealthSafetyandEnvironment/Lists/Audit%20Calendar/calendar.aspx?web=1). Progress against the schedule of audits is tracked through the Monthly KPI reporting via iSystain.

Internal O&I HSE audits are recorded using the Audit Tool which contains the Audit Findings Action Plan. This is used by the auditor and workplace team to track and manage the close out and evaluation of action items. The timeframe for rectification of issues raised is any audit is 30 days, unless determined otherwise by the O&I HSE Manager.

The standard O&I Audit Process is as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **Action** | **Stakeholders** | **Timeframe** | **Notification Inclusions** |
| Audit Placeholder is sent as Calendar Invite by HSE to all Stakeholders | * Facility Manager(s) * Senior Facility Manager * Property Manager * Asset Manager * Portfolio Manager (Optional) * Divisional Facility Manager (Optional) | Sent two months prior to audit month | * Meeting Title to include \*PLACEHOLDER\* * HSE Audit Tool * Required attendees * Any specific conditions of the audit (e.g. desktop only) |
| Audit Placeholder is updated to Confirmation by HSE and resent to all Stakeholders | * Facility Manager(s) * Senior Facility Manager * Property Manager * Asset Manager * Portfolio Manager (Optional) * Divisional Facility Manager (Optional) | Sent one month prior to audit month | * Meeting Title to be updated to \*CONFIRMED\* |
| Preliminary audit request is sent to required stakeholders with request for return two weeks prior to audit date | * Facility Manager(s) * Senior Facility Manager * Property Manager * Asset Manager | Sent one month prior to audit month  Reply requested no later than two weeks prior to audit date. If not provided, all items will be reviewed during audit time. | * HSE Audit Tool with relevant questions highlighted * Request for the tool to be returned with file locations two weeks prior to audit date |
| Audit completed on date by HSE with Stakeholders | * HSE Auditor * Facility Manager(s) * Senior Facility Manager * Property Manager * Asset Manager * Portfolio Manager (Optional) * Divisional Facility Manager (Optional) | N/A | * Opening Meeting (provide overview of audit process and timeline) * Closing Meeting (provide summary of any Major NCs and next steps in process) |
| Request for Information (RFI) sent to required stakeholders for any items that were unavailable at time of audit | * Facility Manager(s) * Senior Facility Manager * Property Manager * Asset Manager | Sent on audit date  RFI reply to be returned within four days of audit date | * Items that were unavailable at time of audit * Latest response date |
| Draft Audit Findings and Action Plan sent to required stakeholders. All comments / concerns to be raised within two days. | * Facility Manager(s) * Senior Facility Manager * Property Manager * Asset Manager | Sent within six days of audit date  Response required within two days of draft distribution. | * Draft Audit Report * Draft Action Plan * Latest response date |
| Final Audit Findings and Action Plan sent to all stakeholders | * Facility Manager(s) * Senior Facility Manager * Property Manager * Asset Manager * Portfolio Manager (Optional) * Divisional Facility Manager (Optional) * National HSE Manager | Within ten days from date of audit. | * Final Audit Report * Final Action Plan * When site is to provide updates to HSE * What is required to close out an action |

* + 1. Incidents at the Workplace (Including Critical Incidents)

Workplace HSE incidents are managed in accordance with Element 5 of the [Mirvac HSE Management System.](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SiteAssets/SitePages/Safety/HSE%20Management%20System%20Guide%20v5.pdf)

Communication and management of all Critical Incidents (i.e. those incidents or near misses which result in, or have the potential to result in, a fatality or serious permanent disabling injury) must be undertaken in accordance with the [Mirvac Crisis and Incident Management Plan](https://mirvacau.sharepoint.com/sites/GroupRisk/BCP%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FGroupRisk%2FBCP%20Documents%2FCrisis%20%26%20Incident%20Managment%20Plan%2Epdf&parent=%2Fsites%2FGroupRisk%2FBCP%20Documents&p=true&CID=7884bd0b-fbb8-43e0-bab1-536ce78633e7) and the [Mirvac Crisis and Incident Management Plan Quick Reference.](https://mirvacau.sharepoint.com/sites/GroupRisk/BCP%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FGroupRisk%2FBCP%20Documents%2FCrisis%20%20Incident%20Managment%20Plan%20Quick%20Reference%2Epdf&parent=%2Fsites%2FGroupRisk%2FBCP%20Documents&p=true&CID=87aec5fc-e0dc-4e0c-8165-994ccb734bbf)

All HSE incidents must be reported immediately and no later than 24 hours after the incident occurrence. Incidents are recorded using the online HSE reporting database, iSystain. Exceptions include incidents involving emergency services and/or the regulatory authority(s), which require immediate notification to the Divisional HSE Manager. In these cases, the Divisional HSE Manager (or nominated representative) escalates the incident to Business and Group management in accordance with the [Mirvac Crisis and Incident Management Plan](https://mirvacau.sharepoint.com/sites/GroupRisk/BCP%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FGroupRisk%2FBCP%20Documents%2FCrisis%20%26%20Incident%20Managment%20Plan%2Epdf&parent=%2Fsites%2FGroupRisk%2FBCP%20Documents&p=true&CID=7884bd0b-fbb8-43e0-bab1-536ce78633e7).

Notices issued to this workplace by any Regulatory Authority (e.g. WorkSafe, Environment Protection Agency or Local Government) are reported immediately to Group HSE and a copy of the Notice provided with seven days.

* + 1. Injury management & return to work

Where an injury results in time lost from work or an inability to complete normal duties, these injuries are reported to the Divisional HSE Manager immediately (on becoming aware of the injury) and no later than 24 hours after its occurrence, to enable the provision of early injury management support in accordance with the [Injury Management and Return to Work Manual.](https://mirvacau.sharepoint.com/:w:/r/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B5C3E412E-6E74-4BA3-8658-F9B2B89A57A4%7D&file=Injury%20Management%20and%20Return%20to%20Work%20Manual.docx&action=default&mobileredirect=true)

* + 1. Unacceptable Behaviours

Unacceptable HSE performance by employees or service providers is managed in accordance with Elements 8 and 10 of the Mirvac [HSE Management System](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SiteAssets/SitePages/Safety/HSE%20Management%20System%20Guide%20v5.pdf).

* + 1. Counselling & Employee Assistance

The Mirvac Employee Assistance Program (EAP) is a complimentary and confidential counselling service available to all Mirvac employees and their immediate family. More detailed information can be found via the link on the Mirvac Intranet ‘Home Page’ or on the Mirvac [Employee Assistance Program hub page](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SitePages/EAP.aspx?web=1).

* + 1. Non-conformities and HSEMS Improvements

Workplace non-conformities or improvements to the HSEMS are tracked to resolution by the Workplace Manager or HSE Manager, which includes a record of corrective actions and evaluation of the effectiveness. This includes HSE action items from reviews, audits, workplace inspections, hazard/aspect notification reports, opportunities for improvement and incidents. The actions items are corrected in a timely manner to prevent recurrence.

Where the risk associated with an identified non-conformity is rated medium, high or extreme, a review of the Risk & Opportunity Register is undertaken at a workplace level to determine:

* The content of the Register, i.e. is the hazard/risk or aspect/impact related to the non-conformity included in the register; and
* The effectiveness of critical control measures, i.e. short term and long-term duration; and
* The effectiveness of monitoring activities related to each critical hazard/risk or aspect/impact.
  1. HSE Records

Key HSE records for this workplace are listed in Appendix 4 and are maintained by the workplace and O&I HSE via the [Asset folder](https://mirvacau.sharepoint.com/sites/OIHealthSafetyandEnvironment/Assets/Forms/AllItems.aspx?web=1) on the O&I HSE SharePoint site.

* 1. Management Review

O&I HSE conduct and annual review of the WRMP at the end of each financial year. The review will be documented in meeting minutes, using section 9.3 of AS/NZS ISO 45001:2018. The review is submitted to the General Manager Technical Services by the end of Q1 of the following financial year.

Appendix 1 – Workplace organisation chart

Appendix 2 – Important HSE Internet Addresses

|  |  |  |
| --- | --- | --- |
| **STATE/REGION** | **AUTHORITY** | **INTERNET ADDRESS** |
| National | Aust. Safety & Compensation Council  Federal Safety Commissioner | [www.safeworkaustralia.gov.au](http://www.safeworkaustralia.gov.au)  [www.fsc.gov.au](http://www.fsc.gov.au) |
| ACT | WorkSafe ACT  Work Safety Commissioner  Environmental ACT | [www.worksafety.act.gov.au](http://www.worksafety.act.gov.au)  [www.enviroment.act.gov.au](http://www.enviroment.act.gov.au) |
| NSW | WorkCover  Environment & Heritage | [www.workcover.nsw.gov.au](http://www.workcover.nsw.gov.au)  [www.environment.nsw.gov.au](http://www.environment.nsw.gov.au) |
| New Zealand | Department of Labour  Ministry for the Environment | [www.osh.govt.nz](http://www.osh.govt.nz)  [www.mfe.govt.nz](http://www.mfe.govt.nz) |
| QLD | Worksafe  Dept. of Environmental & Heritage Protection | [www.worksafe.qld.gov.au](http://www.worksafe.qld.gov.au)  [www.ehp.qld.gov.au](http://www.ehp.qld.gov.au) |
| SA | WorkCover  Environment Protection Authority | [www.workcover.com](http://www.workcover.com)  [www.epa.sa.gov.au](http://www.epa.sa.gov.au) |
| Tasmania | WorkCover  Environment Protection Authority | [www.workcover.tas.gov.au](http://www.workcover.tas.gov.au)  [www.epa.tas.gov.au](http://www.epa.tas.gov.au) |
| WA | Worksafe  Environment Protection Authority | [www.safetyline.wa.gov.au](http://www.safetyline.wa.gov.au)  [www.epa.wa.gov.au](http://www.epa.wa.gov.au) |
| VIC | Victorian WorkCover Authority  Environment Protection Authority  Energy Safe Victoria | [www.vwa.vic.gov.au](http://www.vwa.vic.gov.au)  [www.epa.vic.gov.au](http://www.epa.vic.gov.au)  [www.esv.vic.gov.au](http://www.esv.vic.gov.au) |

Alternative links are available through the [Group HSE SharePoint site](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SitePages/Legislation,-Codes-of-Practice-and-Standards.aspx?web=1).

Appendix 3 – HSE Documents

All current **Mirvac Group** documents including:

* HSEMS;
* MMRs;
* Procedures;
* Guidelines; and
* Forms and Templates.

are available through the [Group HSE SharePoint Site](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/SitePages/Legislation,-Codes-of-Practice-and-Standards.aspx?web=1).

All **Office & Industrial** specific documents including:

* Workplace Risk Management Plan (WRMP);
* Procedures;
* Guidelines; and
* Forms and templates.

are available through the [O&I HSE SharePoint Site](https://mirvacau.sharepoint.com/sites/OIHealthSafetyandEnvironment).

**NOTE: It is important to always use the documents direct from the Intranet to ensure the latest revision is in use.**

Appendix 4 – Workplace Document Matrix

All documents are to be filed and managed in accordance with the Group HSE [Document Filing Procedure](https://mirvacau.sharepoint.com/sites/HealthSafetyandEnvironment/_layouts/15/Doc.aspx?sourcedoc=%7B557EA1E0-F39D-475D-9A80-E74DAC7281A5%7D&file=Document%20Filing%20Procedure.doc&action=default&mobileredirect=true&DefaultItemOpen=1) and retained in accordance with the following table.

|  |  |
| --- | --- |
| **Record** | **Retention Period (Years)** |
| Risk in Design Review (DOOR) Minutes | 40 |
| Workplace Risk & Opportunity Register | 15 |
| HSE Target or Management Plans for Workplace | 15 |
| Workplace Roles and Responsibilities (signed) | 15 |
| Workplace Training Needs Analysis | 20 |
| Workplace Induction Register | 15 |
| Workplace Visitor Register | 15 |
| Workplace HSE Consultation Statement | 15 |
| HSE Alerts | 15 |
| Toolbox Talk Records | 20 |
| JSEA’s / SWMS’s | 15 |
| Facility Emergency Response Plan | 15 |
| HSE Inspections | 15 |
| Hazard Notifications | 15 |
| Workplace HSE Instructions | 15 |
| Workplace Incident Investigation Reports | 15 |
| Permits (e.g. mobile crane, confined spaces, hot work, excavation, isolation etc.) | 15 |
| Plant and Equipment Register | 15 |
| Plant Pre-start Inspections / Plant Logbooks | 15 |
| On-Site Plant Checklist | 15 |
| Certificate of Competencies or Qualifications for Individuals at Workplace | 20 |
| HSE Training Records | 20 |
| Electrical Equipment Inspection & Testing Register | 15 |
| Workplace injury case files for employees | 40 |
| Workplace Employee Health Records associated with exposure to carcinogenic substance | 30 |
| Minutes of Meetings [if applicable] | 15 |
| Workplace Corrective and Preventative Action Plans | 15 |
| Environmental Monitoring Test Results (e.g., water quality, dust, environmental noise, etc.) | 40 |
| WHS Monitoring Reports (e.g., noise, dust, etc.) | 40 |
| Products and Hazardous Substances Register (includes Dangerous Goods) | 40 |
| Hazardous Materials Reports | 40 |
| Indoor Air quality report | 40 |
| Thermography reports | 15 |
| Slip test reports | 15 |
| MSDS for products and substances at the Workplace | 40 |
| Risk Assessments e.g., hazardous substances, manual handling, etc.) | 40 |
| Workplace PPE Supply Register | 15 |
| Anti-Harassment Case Notes | 15 |
| HSE Audit Reports | 15 |
| HSE Review Reports | 15 |
| HSE and Legal Correspondence | 20 |
| Grants, submissions and awards | 7 |
| Essential Services | 15 |

Appendix 5 – Workplace HSE Communication & Consultative Events

| **Event** | **Frequency/**  **Requirement** | **Participants** | **Record/Evidence** |
| --- | --- | --- | --- |
| Changed or New Work Activities and Job Tasks | Prior to commencing any changed or new activities / tasks | Personnel carrying out specific work activities. | Record of training – listed on the JSEA or Toolbox Talk Record. |
| Tool Box Talks. | As required generally when there is the introduction of a new process (JSEA) or when discussing HSE issues/topics or safety alert. | Mirvac employees and Service Providers (all workers). | Toolbox Talk Record |
|  |  |  |  |
|  |  |  |  |

Appendix 6 – Emergency Response Plan

**THE FOLLOWING INFORMATION IS TO BE DEVELOPED, INCLUDED IN INDUCTIONS AND POSTED IN PROMINENT LOCATIONS OF THE WORKPLACE.**

Emergency Contact Information Table

|  |  |  |  |
| --- | --- | --- | --- |
| **Emergency Contact Information** | **Name** | **Telephone** | **Address** |
| Workplace Manager | Adrian Everingham | 0437 499 966 | At the Workplace |
| Facility Manager | Adrian Everingham | 0437 499 966 | At the Workplace |
| Emergency Evacuation training and response planning service provider | TrimeVac | 02 9111 4555 | Level 3/11-17 Khartoum Road, North Ryde |
| First aid officer(s) | Site Security | 0408 393 928 | At the workplace. |
| Nominated HSE person | Adrian Everingham | 0437 499 966 | At the Workplace |
| Emergency phone numbers |  | 000 | Police, Fire and Ambulance |
| Nearest hospital / emergency centre | St Vincent Hospital | 02 8382 7111 | 406 Victoria Street, Darlinghurst |
| Nearest medical centre | Castlereagh Street Medical | 02 8724 6300 | 242 Castlereagh Street |
| Facility phone number | TLC Helpdesk | 1800 134 166 |  |
| WorkCover or equivalent Regulatory Authority |  | 13 10 50 | Safe Work NSW |
| Environment protection authority or local council environment officer |  | 13 15 55 | EPA |
| Emergency after hours telephone number visible from outside the security fence/gates |  |  |  |
| Location of Spill Kit | Level 16 plant room, level 5 generator plant, loading dock, B6 car park and sprinkler pump room. | | |
| Location of First Aid Kit / Room | Level 16 plant room, level 5generator plant, security office ground floor and cleaners room basement 3 | | |

**Workplace Specific Fire & Emergency Procedures**

The service provider for the Emergency Response Planning and Evacuation Training will develop and maintain the documentation for each workplace in accordance with AS 3745 in consultation and approval with management of the workplace.

Appendix 7 – Plant & Equipment Inspection and Testing Schedule

| **Item** | **Ticket or Cert. of Competency Required** | **Inspection**  **by** | **Australian Standard/ Code** | **Inspection/Records/ Other Required** |
| --- | --- | --- | --- | --- |
| Air Quality monitoring | Yes | Competent Person | ASHRAE, Standard 62  AS 1668.2:2012 | * Yearly Testing |
| Building Maintenance Units ® | Training/Instruction | Competent Person | AS 1418.13:1996  AS 2550.13:1997 | * Pre-operational prior to use * Routine servicing * Annually * 10 Yearly |
| Confined Space and monitoring equipment | Yes | Competent Person | AS 61779.1:2005  AS 2865:2009 | * Entry permit & register retained for 15 years * Yearly Report * Risk assessment retained for 40 years * Testing instruments should be calibrated yearly |
| Cooling Towers ® | Training/Instruction | Competent Person | AS 3666.1:2011 AS 3666.2:2011 AS 3666.3:2011 AS 3666.4:2011 | * Monthly water testing * Cleaned quarterly |
| Explosive Power Tool | Yes | Competent Person | AS 1873.1:2003 | * Pre-operational prior to use and cleaned at least a day after use * Dismantled and examined for defects by an authorised operator at least once in every week in which the tool is used. * Tools should be returned to the manufacturer or authorised agent for complete overhaul at least in every 12-month period. |
| Elevated work platforms ® Boom Lift | Yes, 11m or over | Competent Person | AS 2550.10:2006 (Amdt 1-2009) | * Pre-operational prior to use * 3 Monthly * After the first 5 years of service, and each and every year thereafter, periodic inspections shall be structured to ensure all critical components are inspected, and tested where appropriate, within a 5 years period. * A major inspection by the end of the 10th year. |
| Emergency Lighting | Training/Instruction | Competent Person | AS 2293.2:2019 | * 6 monthly inspection and testing |
| Escalators | Training/Instruction | Competent Person | AS 1735.5.1:2019 | * Monthly * Annual ‘Safe to Operate’ certificate * WorkCover authority registration |
| Exhaust (tenants) | Training/Instruction | Competent Person | AS 3666.2:2011 | * Monthly inspection * 6 Monthly Clean |
| Fixed platforms & stairs | Yes | Competent Person | AS 1657:2018 | * Routine inspection. * Annual External Inspection |
| Scissor Lift | Yes | Competent Person | AS 2550.10:2009 | * Pre-operational prior to use * Routine * Periodic * Enhanced periodic inspection after the first 5 years of service or continue with periodic inspections followed by major inspection by the end of the 10th year. * Critical components shall have been inspected by the end of the 10th Year |
| Electrical Switchboards and Electrical Equipment | Training/ Instruction | Licensed Electrician | AS 3000:2018    AS 3012:2019 | * Thermal scan on switchboard 6 monthly * Inspection of switchboard 6 monthly * Electrical Equipment as per the Australian Standard. 3 monthly, 6 monthly, Annual or 5 yearly |
| Fire Fighting Equipment | Training/Instruction | Competent Person | AS 1851:2016 | * 6 Monthly * Yearly * 5 Yearly |
| Fire (Essential) Services Equipment | Training/Instruction | Competent Person (service provider) | AS 1851:2016 | * Annual fire safety statement |
| Forklift Truck | Yes | Competent Person | AS 2359.2:2013 | * Pre-operational prior to use * Regular inspection & maintenance as per manufacturer. * Registered with roads authority if required. |
| Hazardous Materials (Substances) | Training/Instruction | Safety Precautions | AS 2714:2008  Nat Standard | * Survey competed for building every 5 Years * MSDS/SDS Register * Risk Assessment |
| Industrial Rope Access | Yes | Competent Person | AS/NZS ISO 22846.1:2020 | * Periodic inspection of anchorages * Yearly for permanently installed anchorages * Visual Inspection before use |
| Ladders | Training/Instruction | Competent Person | AS 1892.5:2020 | * When purchased * Pre-operational prior to use * Annual * After mishaps, drops and impacts * Clearly labelled, e.g. safe working load & industrial use. |
| Lifts ®  (passenger or goods) | Training/Instruction | Competent Person | AS 1735.20:2020 | * Periodic to be carried out to the manufacturer’s recommendation. * WorkCover authority registration |
| Oxy/Acetylene/ Flashback arresters | No | Competent Person | AS 4332:2016 (Storage and Handling of Gases in Cylinders)  AS 4603:2016 (Flashback arresters - Safety devices for use with fuel gases and oxygen or compressed air)  AS 4289:2016 (Oxygen and acetylene gas reticulation systems) | * Regular inspection & adequate separation and storage. * Flashback arrester 12 months test. * Hoses, gauges and other reticulation items 6 monthly. * Yearly |
| Personal Protective Equipment (PPE) | Training/ Instruction | Competent Person | AS 4501.2:2006 | * Replaced as per the manufactures specifications * Register of Supplied PPE |
| Playgrounds | Training/ Instruction | Competent Person | AS 4685.0:2017 | * Daily and Weekly Visual Inspection * Monthly or 3 monthly Operational Inspection * Annual Comprehensive Inspection |
| Pressure Equipment | Training/ Instruction | Competent Person | AS 1200:2015 | * WorkCover authority registration * Routine Inspection |
| Residual Current Device (RCD) | Yes | Competent Person | AS 3012:2019  AS 3760:2010 | * 6 Monthly Push Test * Annual Functional Test |
| Safe Work Method Statement (SWMS)/Job Safety & Environment Analysis (JSEA) | Training/Instruction | Competent Person |  | * Record of review by Competent Person * Once approved Works can Proceed. * Monitoring by principal contractor to ensure compliance where applicable. |
| Safety Harness | Training/ Instruction | Competent Person | AS 1891.4:2009 | * Visual Inspection before use * 6 Monthly external check |
| Safety Lines/fall arrest devices, lanyards (installation) | Yes | Competent Person | AS 1891.4:2009 | * Visual Inspection before use * 6 Monthly external check * 12 Monthly full inspection/service |
| Slip testing on floors and commercial | Yes | Competent Person | AS 4663:2013 | * 6 Monthly Wet and Dry Pendulum Testing * Wet and Dry Pendulum Test after a strip and seal |
| Swinging Stage | Yes | Competent Person | AS 1576.4:2013  AS 4576:2020 | * Handover Certificate * Daily pre-start * Monthly inspection. |
| Switchboards (thermography) | Yes | Competent Person | AS ISO 18434.1:2014 | * Annual Report |
| Traffic Control | Yes | Competent Person | AS 1742.2:2009 | * Mirvac Operated Carpark: * Independent Management Plan * FCR36 |
| Travelators ® | Yes | Competent person | AS 1735.20:2020 | * Monthly Service and Inspection * 6 Monthly Service and Inspection * Annual Service and Inspection * WorkCover authority registration |
| Underground Storage tanks | License | Competent Person | AS 4482.1:2005  Code of Practice | * Annual Report * Ground water monitoring as of 2011 |

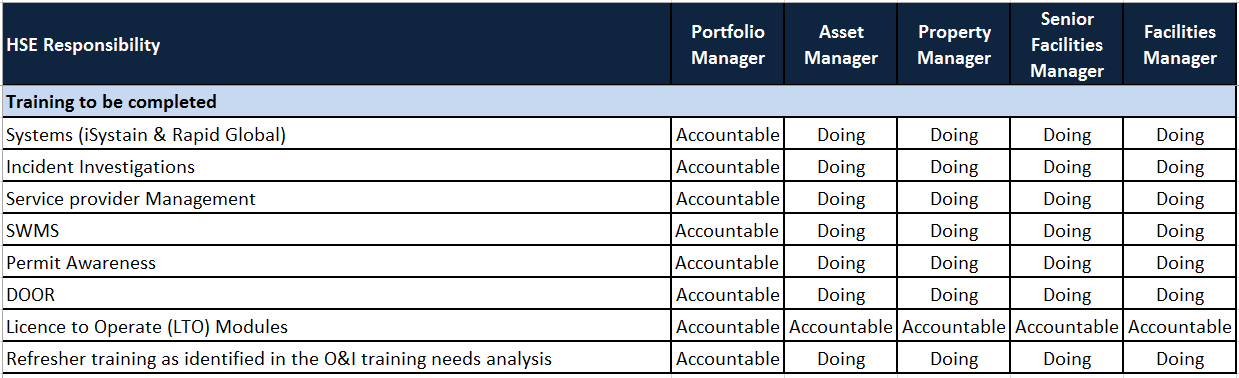
**KEY:**

|  |  |
| --- | --- |
| ® | Means items of plant or equipment, which require registration of their design and/or the specific item of plant itself (currently QLD, WA, VIC, SA and NSW). Plant which requires ‘item’ registration, i.e. for the specific piece of plant which arrives at a construction project, typically includes: concrete pumps (boom type), mobile cranes > 10 tonnes SWL, tower cranes, air compressors, building maintenance units, and boom type elevated work platforms. |
| (#) | Means records required. |

**Definitions:**

**Competent Person** for any task means a person who has acquired through training, qualification or experience, or a combination of them, the knowledge and skills to carry out the task.

Appendix 8 – Training Requirements



Training sessions are conducted regularly by the HSE team. The [Training Calendar](https://mirvacau.sharepoint.com/sites/OIHealthSafetyandEnvironment/SitePages/Training.aspx?web=1) on Sharepoint can be used to book into a session. Should you require further assistance, please contact the HSE team.

Appendix 9 – HSE&S Scorecard KPIs

|  |  |
| --- | --- |
| **Objectives** | **Performance Targets** |
| **LEAD INDICATORS** |  |
| **Leadership- Demonstrated commitment to HSE** Each Mirvac Group (MG) Executive Leadership Team member completes at least 2 x HSE related actions per quarter | 100% |
|
| **Incident & Near Miss Response** a) Timely reporting (reported in iSystain within 24 hours of occurrence) | <24 hrs |
| b) Timely close out of corrective and preventative measures (actions are completed as planned) | > 90%  Close out |
| **Training** Timely provision of training to equip employees with minimum role specific HSE capabilities (All employees complete assigned HSE ‘Licence To Operate’ Training modules within 3 months of commencement) | 100% |
| **Health and Wellbeing**  100% of all employees (in aggregate) participate in a Mirvac sponsored H&W initiative. | 100% |
| **LAG INDICATORS  (All stated frequency rates are 12-month rolling averages)** |  |
| **CIFR**  Roll. Av. Critical Incident Frequency Rate | <1.75 |
| **LTIFR** Roll. Av. Lost Time Injury Frequency Rate | < 3 |
| **TRIFR** Roll. Av. Total Recordable Injury Frequency Rate | < 8.35 |
| **EIFR** Roll. Av. Environmental Incident Frequency Rate | < 2 |

Appendix 10 – Workplace Key Stakeholders

|  |  |  |  |
| --- | --- | --- | --- |
| **Business Context** | **Issue (internal / external)** | **Interested Parties** | **Requirements** |
| The asset is situated in a commercial, industrial or mixed-use precinct. Asset operations have a potential to impact neighbours, surrounding businesses, local traffic, utility provider operations, roads, council, other parties Emergency Response, shared access, etc. and to cause a risk to these parties. The Workplace Risk & Opportunity Register includes the list of impacted parties and arrangements in place to minimise risk and impact. | Safety of Operations and Emergency Response | Employees  Workers/Service Providers  Community | Ensure all impacted parties have been consulted and communicated with regarding potential impacts of the project and potential emergency response scenarios. |
| As the world’s population grows, so does the human impact on the earth, particularly when it comes to global warming. In fact, organisations such as the International Energy Agency and the World Bank predict that temperatures may rise by as much as 4 degrees Celsius by the end of the century, compared to pre-industrial times. It’s a dangerous shift and climate scientists agree that to avoid devastating consequences, we need to limit global warming to no more than 2 degrees Celsius. In 2015, 195 countries signed the Paris Agreement in a pledge to make this a reality, including Australia, the world’s eleventh-largest emitter of carbon per capita.  The built environment in Australia represents 25 per cent of our total emissions. And as a major player within our $202 billion property industry, Mirvac’s leadership can influence change. Given that our core business is focused on designing, creating and managing high quality buildings, we have an important opportunity to make a difference to the environment, and combat rising energy costs at the same time. | Climate Change | Employees  Customers  Community  Shareholders | Target: Net positive carbon by 2030 |
| Mirvac wouldn’t be where it is today without its highly engaged workforce.  Our people are our greatest asset, and their engagement is a strong predictor of our future success. We’re very proud of the culture we’ve built, and while we know we’re attracting and retaining the best talent, we can’t afford to become complacent. In today’s competitive job market, we need to give people good reason to join Mirvac, and importantly, to stay with us. There’s much more to employee retention than salary; these days, it’s just as important to provide people with opportunities to grow, and to create a culture where diversity, inclusion, and flexibility are championed. And we’re always mindful to anticipate how requirements will shift over time, whether that is from more millennials entering the workforce, or the rise of automation.  The property sector has not always been known for its gender diversity, but this is something Mirvac is able to change. By leading and creating an inclusive culture, we can not only offer opportunities to a broader range of people – we can better understand the diverse needs of our customers and create new opportunities as a business. | People | Workers / Service Providers  Employees  People Managers | Target: High engaged, capable and diverse workforce.  Two big milestones particularly relevant to the HSEMS are to demonstrate a 20% improvement in health and wellbeing by 2030; and also to provide personalised health & wellbeing support by 2019. |
| The property industry relies heavily on natural resources to construct and manage buildings. These resources are finite and precious, and it’s increasingly clear that we need to find more sustainable solutions. Water is a concern. In the World Economic Forum’s Global Risks Report 2018, it was ranked as the world’s number one social risk, and according to a recent World Resources Industry report, Australia is one of the most water-stressed nations. We also have significant opportunities to consider waste within the circular economy, and to protect, enhance, and restore biodiversity, a key part of the world’s natural capital.  Mirvac’s integrated business model gives us great scope to make positive choices at all stages of the development process, from design and construction all the way through to completion. We’re able to use natural resources in increasingly efficient ways – whether it’s by driving innovations in water use or integrating pockets of nature into the built environment. After all, we are often responsible to decide which resources are used in construction, and how buildings we manage are used for many decades. | Natural resources | Employees  Workers/Service Providers  Community  Customers  Shareholders | Targets:  Net positive (water) by 2030  Zero waste to landfill by 2030  We have made a commitment to achieve net positive water and zero waste to landfill by 2030. We’ll also be tackling how we can take a holistic approach to reducing the waste we generate through smart design, embracing new technologies, and including our suppliers as key partners in this goal. |
| Over the past 17 years, the Edelman Trust Barometer has measured the trust people hold for institutions such as companies, governments, not-for-profits, and media. In 2018, this figure is at a five-year low, the sharpest dip since the barometer’s inception. Given the questionable choices made by some major institutions, and the rate of change the world is experiencing, these perceptions are understandable. For organisations like ours, it’s more important than ever to continue demonstrating integrity in all that we do.  At Mirvac, we believe in the quality of our products and services, and in our ability to form good partnerships. We believe in being open, honest and fair, and acting with integrity and respect. We promote this within our own workforce, and we value it in the people we work alongside, including our supply chain. | Trusted partner | Employees  Customers  Community  Shareholders | Target: Most trusted partner and developer. |