

RECONCILIATION
ACTION PLAN
INNOVATE



April 2023 → March 2025

Innovate
**Reconciliation
Action Plan**

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CEO statement



It is with great pride as the new CEO of JLL Australia and New Zealand, I present our updated Reconciliation Action Plan (RAP). JLL's first RAP was created in 2016 and our latest Innovate RAP confirms JLL's commitment to listen to, and learn from Aboriginal and Torres Strait Islander peoples, giving them a voice and sharing their stories with our staff, communities and business networks.

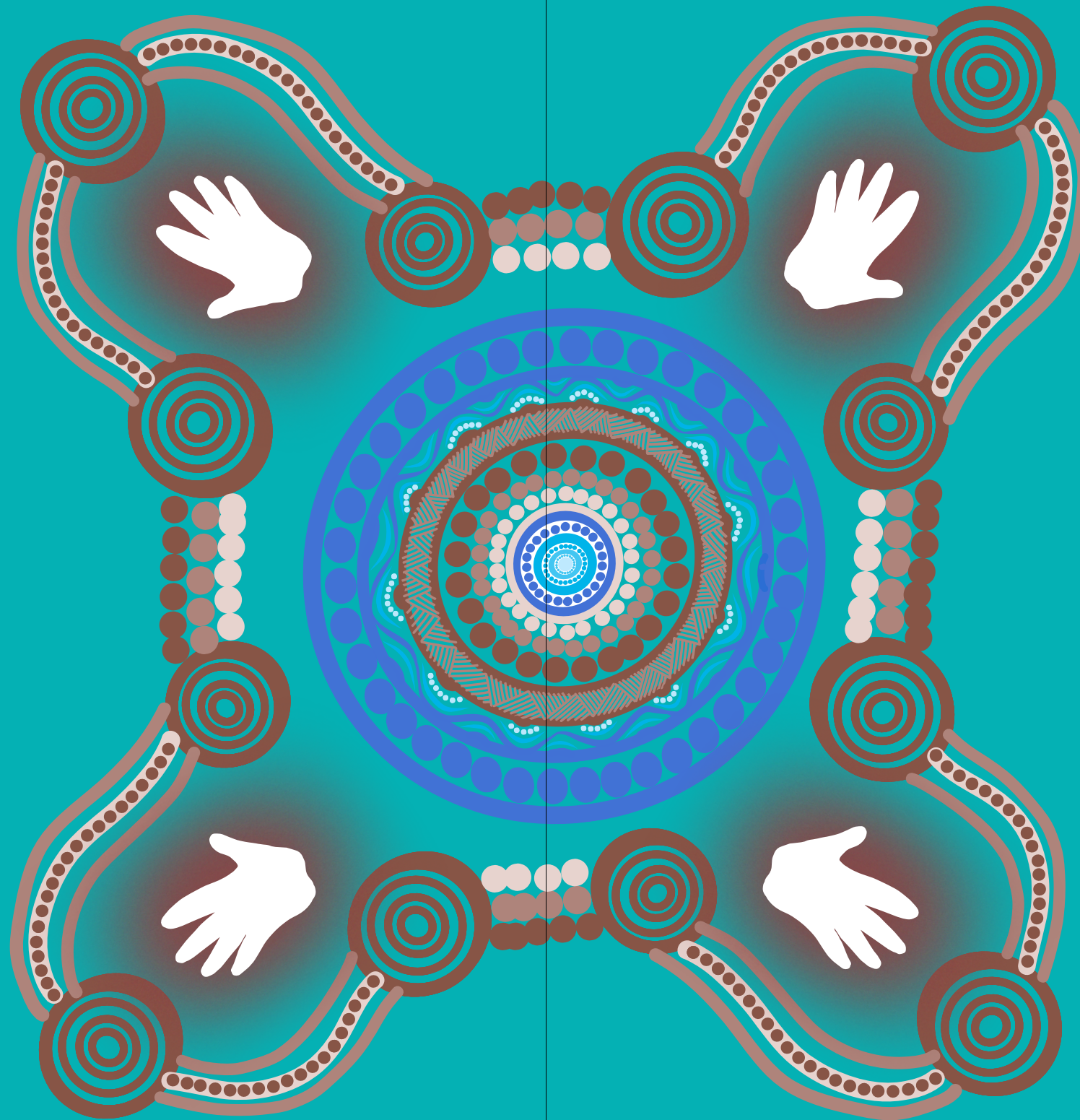
Our purpose is to shape the future of real estate for a better world and at JLL we believe in creating and supporting diverse, inclusive and sustainable communities for the people who work, live, and invest in them; today and in the future. As part of this, our vision for reconciliation is that in the future we imagine that the Aboriginal and Torres Strait Islander peoples enjoy the same level of social, environmental and economic wellbeing as other Australians. As part of this commitment, we are increasing our spend with certified Indigenous businesses identified through organisations such as Supply Nation which is responsible for managing Australia's largest national database of verified Indigenous businesses. Supply Nation brings together the biggest national database of Aboriginal and Torres Strait Islander businesses.

In 2023 we engaged our staff to nominate ideas for JLL to create impactful connections with the communities in which we operate. From 43 entries we selected the Yalari Foundation as one of our winners. Yalari supports the Indigenous community through educating and empowering children from regional and remote communities across Australia by providing an opportunity to receive a full boarding school scholarship for their entire secondary education.

Corporately and Individually we all have a responsibility for a reconciled Australia. Our reconciliation journey will continue through listening and fostering respect, strengthening relationships and ensuring accountability against our actions.



Dan Kernaghan
CEO, Australia and New Zealand

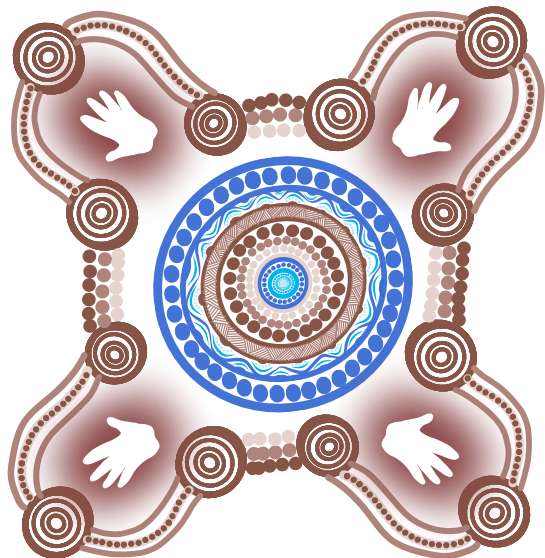


ARTIST PROFILE

Saltwater Connections, Country Healings

Guudjy Yiigu (Greetings),

My name is Joshua Wood, I am proud Biripi man, contemporary Aboriginal artist and business owner. I was born and raised in Taree. My business is called “Ngaluwi Wambi” which means wave rider in the language of the Biripi people know as Gathang.



This design tells the story of the Biripi people and the connection to land and saltwater.

The centre colour scheme of blues symbolises the connection to saltwater as it's the centre of our spirit. We are the grey shark people of the land and sea we protect and preserve.

The outer blues represent the fresh water that flows from our mountains into our Manning River and through our delta; the two mouths of the river to sea.

The browns in the circle represents the valley and bushlands of the Biripi area.

The connection symbols that wrap around the hands show the the mountains that separates the boundaries of the Biripi people.

The hand stencils symbolise our ancestors looking over and healing the land that we stand on.

Gathay Nyiirun, Marrungbu.

Let's go together,

Thank you.





Our vision for reconciliation

In the future we imagine that Aboriginal and Torres Strait Islander peoples enjoy the same high level of social, environmental and economic wellbeing as other Australians.

Highly skilled Aboriginal and Torres Strait Islander peoples will be engaged in the property industry, making decisions and driving outcomes to promote the future prosperity, health and wellbeing of all Australians, and the environmental vitality of the country. To realise this vision we will listen to and learn from Aboriginal and Torres Strait Islander people, and share this with our staff, communities and business networks. We will promote and support education of young people and provide opportunities for Aboriginal and Torres Strait Islander people within our business and supply chain.



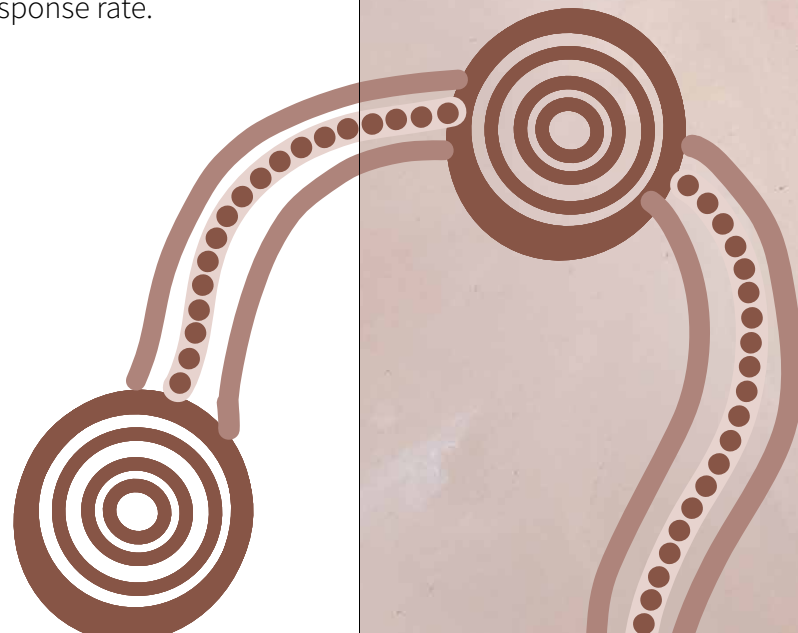
our *business*

For more than 250 years, we have been a trusted partner to organisations who want more value from the commercial real estate they own, use and invest in. We focus on what we do best, and that's helping our clients achieve their ambitions.

We are a professional services firm with specialists whose common passion is real estate. Our knowledge runs deep with experts in every property type and every facet of transaction, management and advisory services.

Our people are known for the way they collaborate – with each other and with their clients. We have a talent for bringing together the right combination of skills and matching them with valuable data, powerful connections and a deep understanding of real estate and capital markets. The result? One-of-a-kind advice and solutions. Assets and portfolios that are more valuable. Buildings that operate at peak performance. Workplaces where employees can thrive.

In Australia, we opened our first office in Sydney in 1958 and now have 12 corporate offices across the country. We assist our clients to buy, sell, lease, let, value, design, fit-out, manage and sustainably operate buildings. Our client footprint spans more than 20 million square metres of office, retail and industrial space, and we have more than 2,700 people. In our 2021 diversity and inclusion survey we had 12 staff identify as Aboriginal and/ or Torres Strait Islander people. Whilst this survey was not mandatory to complete, it gives us a baseline to work with. The survey will continue to be utilised each year to collect data on our team and in 2022 the survey has increased marketing to ensure a higher response rate.





Our RAP

We are committed to integrating inclusive practices into our business, establishing strong connections with Aboriginal and Torres Strait Islander communities, and fostering relationships and respect.

This includes sharing of knowledge, engaging with businesses through our supply chain, participating in cultural and community events and providing employment opportunities. Our RAP working group is chaired by Sarah Rodwell, and sponsored by Tim O'Connor and must have First Nations representation as part of its membership. The working group has the ability to create change within key areas of the business. At the commencement of this RAP, the working group will be refreshed to ensure all members are passionate about and engaged with the requirements of this RAP to drive the organisation to achieve the goals set out, however at the time of writing this, the working group includes:

- **Tim O'Connor** - Head of Leasing - Australia
- **Sarah Rodwell** – Defence Industry Engagement Manager, Project & Development Services
- **Mitch Whiteley** – National Transactions Manager, Work Dynamics
- **Natasha Duivenbode** – Senior Director, Marketing and Communications
- **Kelly Poniris** – Project Manager, PDS
- **Matt Christophers** - Project Manager, Project & Development Services
- **Laura Cowley** – Valuer, Valuations Advisory
- **Virginia Reddy** – Executive Assistant
- **Jesse Priddle** - Energy & Sustainability Services Manager
- **Sara Blackley** – Director, Consulting



In developing this Innovate RAP our RAP working group set up a small subgroup who assessed our performance against the current Innovate RAP and identified new opportunities to grow our program before committing to our next Stretch RAP.

This is our third RAP, after our first was commissioned in 2016. While advancing through with a Reflect and now Innovate RAP, we have achieved more than we set out – including:

- Over \$300M spent with Aboriginal and Torres Strait Islander businesses. In building our supplier database and relationships with Indigenous businesses we have successfully been able to increase spend year on year with these businesses. We hope to continue that and further encourage use of second tier contractors to build a vibrant economy in the sector.
- Establishment of a national RAP working group with state-based leads to drive local engagement. This initiative has seen better staff engagement with the “culture” pillar of our diversity and inclusion program.
- Finalists at the 2018, 2019, 2021 and 2022 Supply Nation Awards – with four finalist nominations 2021, more than any other corporate
- In 2021, JLL was the winner of two Supply Nation awards being the Corporate Member of the Year and Outstanding Impact Award. In 2022, JLL’s Hendi Fadli, Head of Account Sourcing - APAC, was the winner of the

Supply Nation Procurement Professional of the Year as well as the Dr Dean Jarrett Award recognising Outstanding Impact.

- Online cultural awareness training delivered to over 100 team members
- National Reconciliation Week and NAIDOC week celebrated at all our major office locations across Australia
- Developing partnership with NRL School to Work program and Macquarie University’s Walanga Muru to find Indigenous candidates for roles at JLL

Since 2016, we have learned a considerable amount and achieved great things in our supply chain, but we know that there are improvements that can be made. Our biggest challenges have been staff engagement given the wholistic push on diversity and inclusion.

Our marketing and storage of information relating to achievements, initiatives that may not have worked and our challenges has been sporadic and up until recently not managed centrally. We plan to overcome all these challenges in this Innovate RAP by implementing a central repository for all documentation and learnings related to Indigenous engagement and ensuring that the majority of business lines have an action as part of this RAP. Marketing has been streamlined and we expect high staff engagement with the increased and targeted marketing campaign

TIMELINE – RAP PROGRESS

2016	2017	2018	2019	2020	2021	2023
Established first RAP working group Launched first Reflect RAP in 2016 Became members of Supply Nation	Employed supplier diversity manager to help develop client supplier diversity programs	Launched an Innovate RAP	Developed a RAP network with leads in each state Began leading our clients to engage Indigenous vendors in their property portfolios	Lent support to Indigenous vendors during the COVID-19 pandemic Achieved over \$100M of Indigenous vendor spend for the first time	Continued to drive awareness of JLL’s RAP during an uncertain time, maximising digital tools	Launched a renewed Innovate RAP

**PROFILE***Mitch Whiteley***Can you tell us about yourself?**

I'm a proud Wilay man from Wiradjuri Country in the Central West NSW. I have been working at JLL for over 5 years and enjoy following most sports.

What's your role at JLL?

My Current Role is in the Work Dynamics team as a National Transaction Manager, where I'm responsible for efficiently managing & developing a team of remotely dispersed transaction managers and assistant transaction managers, handling a diverse national portfolio of properties while ensuring compliance with contractual and performance obligations. I collaborate with leadership teams to manage projects to completion, negotiate new leases & terminations, manage third-party relationships, and serve as a trusted property advisor to clients. This role is an integral part of the Defence team & contributes to the success of the Whole of Australian Government JLL contract.

How did you come to work for JLL?

Through an opportunity that was made available in the capital markets sector as a property analyst for the NSW Metro Sales & Investments Team. Huge thanks to the two people that really supported this & pushed for this to get through, Simon Rooney and David Mathews, who I met through the Indigenous scholarship foundation, Yalari.

What does your Aboriginal background mean to you?

My culture and background is something I cherish close to my heart. It is my heritage which shapes my identity, my worldview, and my sense of purpose. It give me a sense of belonging and community, and a responsibility to carry forward the legacy of our ancestors and fight for the rights of our people. At the same time, my Aboriginal background is not a static or monolithic concept. It is a dynamic and evolving part of my life, shaped by my experiences, relationships, and interactions with the world around me. It is something that I continue to learn about, explore, and celebrate.

My Aboriginal background is a source of pride, inspiration and motivation for me. It represents a rich diverse culture that deserves recognition, respect and protection, which I am committed to ensuring that our heritage and traditions are preserved for future generations.

**What is the significance of JLL's RAP to you?**

The importance of having a RAP at JLL that opens opportunities to Indigenous people to work at JLL, as well as Indigenous businesses to interact and work with JLL, is something essential with closing the gap for Indigenous people. The more Indigenous people working here at JLL the better off we will be as a company moving into the future.



Relationships



Relationships with our clients, employees and suppliers are founded on mutual respect and trust. We have built enduring relationships with our clients, which allows us to develop long term strategies to engage diverse employees and suppliers. Our relationships with Aboriginal and Torres Strait Islander suppliers are well established and will continue to be a focus for our business, creating mutually beneficial long-term relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	Review July 2023 and July 2024	RWG - Chair
	• Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	June 2023	RWG - Chair
	• Establish and maintain two formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations including: — Yibirmarra Foundation — The Larrakia Community, Northern Territory	Review January 2024 and 2025	Managing Director, Project Development Services

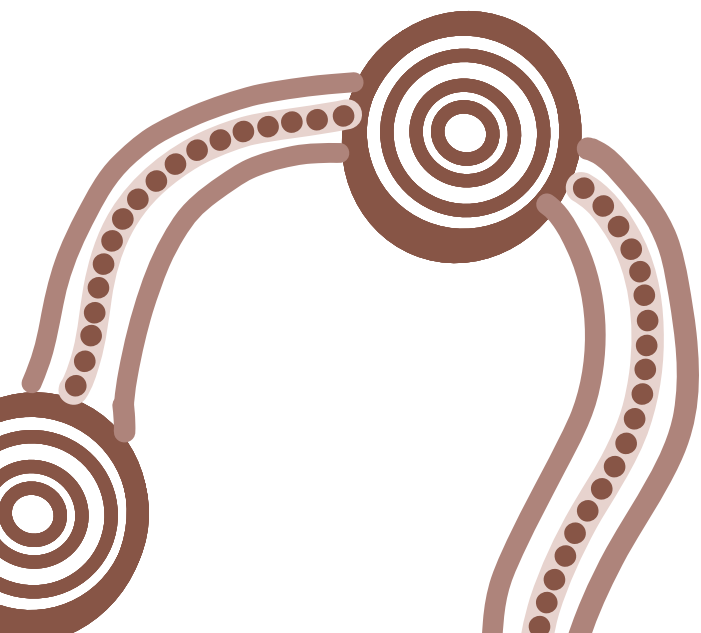


Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff	May 2023, May 2024	Head of Marketing and Communications
	• RAP Working Group members in each state to participate in local external NRW events and seek to develop an ongoing relationship with the event.	May 2023, May 2024	National D,E&I Lead
	• Encourage and support staff and senior leaders to participate in three external events to recognise and celebrate NRW, focusing on events hosted by our clients and suppliers.	27 May- 3 June, 2023, 2024	State Managing Directors
	• State RAP Committees to organise one local internal NRW event per year.	27 May- 3 June, 2023, 2024	RWG - Chair
	• Ensure senior leaders acknowledge NRW each year in their newsletters either before, during or after the celebration.	27 May- 3 June, 2023, 2024	CEO
	• Register all our NRW events on Reconciliation Australia's NRW website.	27 May- 3 June, 2023, 2024	RWG – Chair
3. Promote reconciliation through our sphere of influence.	• Implement strategies to engage all staff to drive reconciliation outcomes	Review June 2023 and 2024	National Head of HR
	• Communicate our commitment to reconciliation publicly through our LinkedIn, leadership comms etc.	Review May 2023 and 2024	Head of Marketing and Communications
	• Through leadership addresses at relevant events and internal communications, support the outcomes outlined in the Uluru Statement of Heart – linking it to JLL's vision to create inclusive places.	Review November 2023 and 2024	Head of Marketing and Communications
	• Implement strategies to positively influence our external stakeholders, including clients and suppliers, to drive reconciliation outcomes.	Review May 2023 and 2024	CEO/Head of D,E&I
	• Collaborate with three clients with RAPs to implement ways to advance reconciliation, including shared events, initiatives and programs.	Review October 2023 and 2024	CEO/Head of D,E&I
	• Publish a public article and/or podcast each year on how JLL and its stakeholders can participate in practical reconciliation.	Review September 2023 and 2024	Head of Marketing and Communications
	• Propose ambitious Indigenous procurement targets to key prospective clients in our pitch presentations, between 10% - 20%	Review August 2023 and 2024	Senior Director, Supply Chain Management



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	• Continuously improve HR policies and procedures concerned with anti-discrimination.	Review May 2023 and 2024	National Head of HR
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	Review May 2023 and 2024	National Head of HR
	• Continue to communicate our anti-discrimination policy for our organisation.	Review July 2023 and 2024	Head of Marketing and Communications
	• Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	Review April 2023 and 2024	Head of Learning & Development Australia
	• Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	Review April 2023 and 2024	Head of Marketing and Communications



Respect



We are committed to nurturing a culture that embraces and promotes mutual respect. We have many cultures represented in our team and we embrace and respect all people, regardless of background. We will encourage understanding and appreciation for Aboriginal and Torres Strait Islander cultures across our employee population. We will facilitate our people to engage with these cultures in several ways including volunteering opportunities, industry events, mentoring programs and cultural awareness training.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation	April 2023	Head of Learning & Development Australia
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	April 2023	Head of Learning & Development Australia
	• Implement and communicate a cultural learning strategy for our staff.	May 2023	Head of Learning & Development Australia
	• Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	July 2023	CEO

RESPECT

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Ensure at least 500 staff undertake formal and structured cultural e-learning.	December 2023	Head of Learning & Development Australia
	• Ensure at least 50 staff undertake formal and structured face to face cultural learning.	April 2024	Head of Learning & Development Australia
	• Provide opportunities in tenancies we manage to engage local Elders and Indigenous consultants to provide occupants opportunities to learn more about the local Aboriginal and Torres Strait Islander histories and cultures	Review May 2023 and 2024	Managing Director Work Dynamics
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Continue to review and communicate our tailored cultural protocol document annually, including protocols for Welcome to Country and Acknowledgement of Country.	Review April 2023 and 2024	Head of Marketing and Communications
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at three significant events each year.	Review May 2023 and 2024	State Managing Directors
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Implement April 2023 and review March 2024	Head of D,E&I
	• Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	Review April 2023 and 2024	Head of D,E&I
	• Display Acknowledgment of Country plaques in all JLL offices nationally.	Review October 2023 and 2024	Head of Marketing and Communications
	• Include an Acknowledgement of Country at the start of key sales proposals to Australian based clients.	Review April 2023	Head of Capital Markets, Work Dynamics

RESPECT

Action	Deliverable	Timeline	Responsibility
6. Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> • Build relationships with local Elders and Indigenous consultants in locations where JLL is fitting out new buildings and engage them to inform: <ul style="list-style-type: none"> — Design decisions — Place names — Appropriate written Acknowledgements of Country • Team cultural learning and capability. 	Review November 2023 and 2024	Managing Director PDS
7. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2023	Head of HR
	• Support all staff to participate in one NAIDOC Week event each year in their local area.	First week in July 2023, 2024	Head of HR
	• In consultation with Aboriginal and Torres Strait Islander stakeholders, support an external NAIDOC Week event each year.	July 2023 and 2024	Head of Marketing and Communications
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023,2024	RWG – Chair



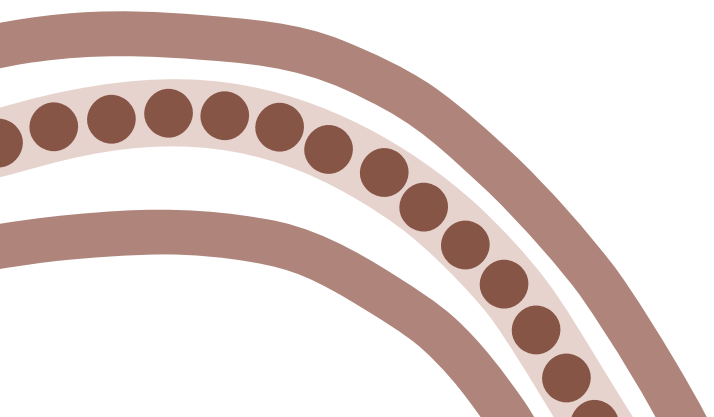


Opportunities



We are proud to create opportunities for Aboriginal and Torres Strait Islander peoples within our organisation and through our supply chain. We will further develop our Aboriginal and Torres Strait Islander employment strategy addressing direct employment opportunities and employment pathways. We will harness our supply chain to create opportunities for Aboriginal and Torres Strait Islander people - driving entrepreneurship, employment, and community investment.

We are dedicated to helping our people, our clients and our suppliers achieve their ambitions. Creating employment and business opportunities for Aboriginal and Torres Strait Islander peoples clearly aligns with this key strategic direction of our business.





OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2023	Senior Director Talent Acquisition
	• Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	May 2023	Senior Director Talent Acquisition
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review April 2023 and 2024	Senior Director Talent Acquisition
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2023	Head of HR
	• Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions, through opportunities to be mentored, additional formal training, and access to secondments.	Review September 2023 and 2024	Head of HR
	• Increase Indigenous employment by 20%, above the current baseline of 12, with a new baseline to be measured in 2023.	March 2024	Head of HR
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Continue the advancement of our Aboriginal and Torres Strait Islander procurement strategy.	Review July 2023	Senior Director, Supply Chain Management
	• Consult with regional and remote Indigenous vendors to assess barriers to entry and create a Regional and Remote Procurement Strategy. Consider measures such as shortened contracts, reduced insurance requirements and instant payments for services delivered.	Review August 2023 and 2024	Senior Director, Supply Chain Management
	• Continue Supply Nation membership.	Review December 2023 and 2024	Managing Director, Work Dynamics
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Review April 2023 and 2024	Senior Director, Supply Chain Management



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2023	Senior Director, Supply Chain Management
	• Maintain commercial relationships with 40 unique Aboriginal and/or Torres Strait Islander businesses each year.	Review November 2023 and 2024	Senior Director, Supply Chain Management
	• Achieve 10% of addressable spend per year with Indigenous owned vendors — Addressable spend is all procurement spend, minus pass through costs and leases.	January 2025	Senior Director, Supply Chain Management
	• Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2023	Senior Director, Supply Chain Management
	10. Support higher education and pathways into the commercial real estate industry	• In partnership with two higher education institutions (one regional, one remote), create two JLL sponsored higher education scholarships and employment pathways for Indigenous students.	July 2023
	• Support Yibirmarra Foundation and education providers to build an Indigenous education framework and employment pathways program, fostering further study in university and trades – linked directly to jobs in the commercial real estate industry.	July 2023	Chief Product Office – Valuations Advisory



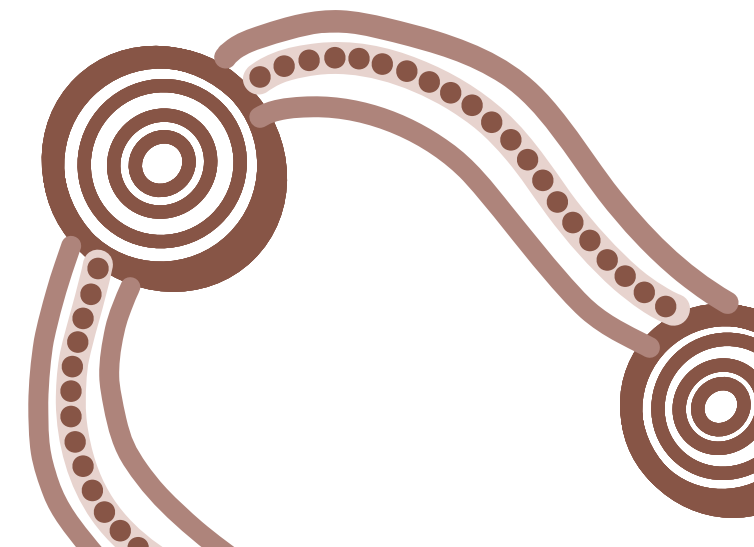
Governance

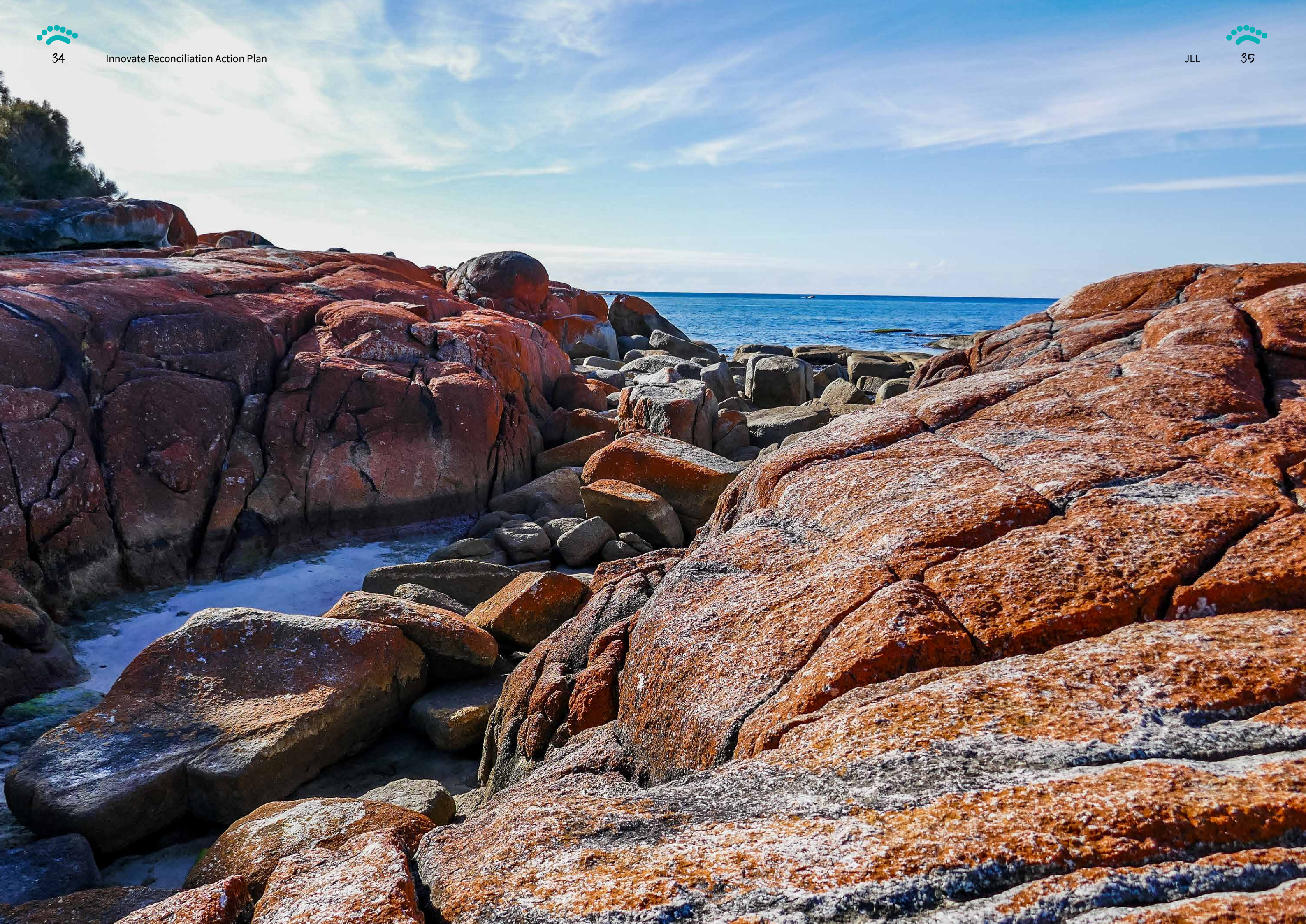


Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review September 2023	RWG – Chair
	• Have an Aboriginal or Torres Strait Islander person co-chair of the RWG	April 2023	Head of D,E&I
	• Apply a terms of reference for the RWG.	April 2023	Head of D,E&I
	• Meet at least six times per year to drive and monitor RAP implementation.	Review December 2023	RWG – Chair
12. Provide appropriate support for effective implementation of RAP commitments.	• Embed resource needs for RAP implementation.	April 2023	RWG – Chair
	• Embed key RAP actions in performance expectations of senior management and all staff.	April 2023	CEO
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	April 2023	Head of D,E&I
	• Maintain an internal RAP Champion from senior management	Review November 2023	CEO
	• Include our RAP as a standing agenda item at senior management meetings.	2023 - 2025 Review November 2023	CEO

GOVERNANCE

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2023,2024	RWG – Chair
	• Report RAP progress to all staff and senior leaders quarterly.	January, April, July, October 2023 and 2024	RWG – Chair
	• Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Review September 2023 and 2024	Head of Marketing and Communications
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Head of D,E&I
14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	January 2024	RWG - Chair







CONTACT

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