



# SUPPLIER DEVELOPMENT PROGRAM HIGHLIGHTS

Financial year 2024



**Social**

**Traders**

Unlocking business for good

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## Acknowledgement of Country

We acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay respects to their Elders past, present and emerging. We extend that respect to all Aboriginal and Torres Strait Islander peoples.





CommUnity Construction

# SUPPLIER DEVELOPMENT PROGRAM

The Supplier Development Program was established on the foundation of a genuine partnership between Mirvac and Social Traders and a shared goal to make social enterprise procurement 'business as usual'.

This innovative collaboration leverages the strengths of both organisations to create transformative impact on social procurement practices. It positions Mirvac at the forefront of social enterprise supplier development and sets a best practice example of meaningful engagement with social enterprise suppliers.

Four certified social enterprises participated in the program, with each organisation matched with a mentor from Mirvac.

- CommUnity Construction
- Green Connect
- Reground
- YMCA ReBuild

The program included tailored advisory sessions, mentor sessions, promotion, and account management for the certified social enterprise participants to develop their social procurement capability.



A program logic and evaluation framework has been developed to track the outcomes and impact of this program. This report includes some early highlights from indicators related to short-term outcomes.

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**Social enterprise**

**Mentee**

**Mirvac mentor**

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**Hedayat Osyan**  
CEO



**David Haller**  
National Operations  
Manager

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**Robert Servine**  
General Manager



**Deepen Somaiya**  
Responsible Sourcing  
Manager

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**Damien Carmody**  
ReBuild Manager



**Kase Jong**  
Regional Operations  
Manager Victoria

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**Ninna Larsen**  
Founder & Director



**Kim Host**  
Resource Recovery Manager

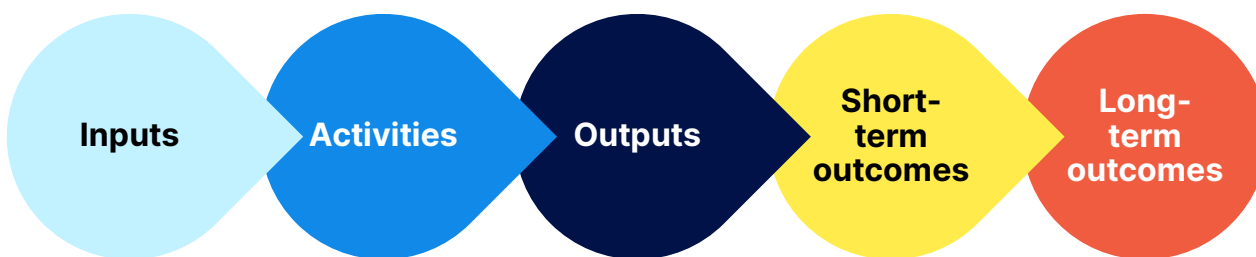
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# METHODOLOGY

A program logic is a framework that outlines how a particular program or intervention is expected to produce desired outcomes. It details the cause-and-effect relationships between inputs, outputs, and outcomes.

By mapping out these connections, a program logic helps stakeholders understand how and why a program should achieve its goals and guides the evaluation process to assess program effectiveness and impact.

The Mirvac Supplier Development Program was measured by a bespoke program logic aligned to Mirvac’s “This Changes Everything” ESG strategy.



“It has been incredibly valuable to participate in the Social Traders Supplier Development Program. Working closely with Social Traders has been the highlight of this journey.

Regular meetings and introductions to potential clients have made a significant impact on our growth. Additionally, being invited to speak at Social Traders events has expanded Green Connect's visibility to a broader audience.”

**Robert Servine, Green Connect**



## HIGHLIGHTS

- **Improved social enterprise capability:** Self-assessment of capability increased by an average of 28% across the areas surveyed, with the largest growth in “procurement readiness.”
- **Mentors saw all social enterprises become more capable:** All 4 Mirvac mentors agreed their social enterprise mentee increased their social procurement capability throughout the program and agreed that they were capable of winning work with large buyers like Mirvac.
- **18 speaking opportunities for social enterprise participants:** These opportunities brought increased exposure for the participating social enterprises.
- **More introductions for participating social enterprises to potential customers:** 38 targeted introductions made between social enterprise participants and Social Traders business and government members. 5 of these introductions have already resulted in contracts.
- **Increase in number of certified social enterprises in Mirvac’s supply chain:** 25 to 32 in one financial year.
- **Improved social procurement maturity:** Mirvac’s social procurement maturity increased based on Social Traders social procurement maturity tool (appendix 5 for more detail).

# KEY LEARNINGS

- **Program outcomes and impact will be best measured long term:** Due to the nature of capturing marketplace spend and the longer-term nature of the program outcomes, ongoing reporting is essential to ensure a comprehensive consideration of program outcomes.
- **Social enterprise growth is not limited to revenue increases:** A key learning for Social Traders and participants was that social enterprise business stability should be measured alongside growth. Measuring growth solely in terms of revenue and contracts is too simplistic and fails to account for other critical factors that contribute to a business's success or failure.
- **The program has been effective in increasing social enterprise capability:** Overall, the program has been effective in increasing social enterprise procurement capability. The program mentors as highly experienced industry leaders agreed that their social enterprise mentees were capable of winning work with buyers like Mirvac and agreed that their mentees improved throughout the program. This is an outstanding indicator that the program has been effective in supporting participants to be procurement ready.

It is recommended that the Supplier Development Program be replicated with other business and government organisations in Australia to scale the impact.



"It's been a great experience being a part of the Supplier Development Program.

It has facilitated many learnings and great conversations with staff that has uncovered many more pathways to work with large buyers.

Our team has learnt a lot from this, and we will continue to use our new knowledge to increase our impact."

**Ninna Larsen, Reground**



# CONCLUSION

The FY24 Mirvac Supplier Development Program has demonstrated significant strides in advancing the capacity and capability of certified social enterprises to engage procurement opportunities. The tailored advisory sessions, mentor guidance and focused promotion provided to CommUnity Construction, Green Connect, Reground and YMCA ReBuild have not only enhanced their procurement readiness but also resulted in tangible outcomes, including new contracts and increased self-assessment of capability.

The mentorship component has proven invaluable. It has fostered deep connections and mutual understanding between social enterprises and industry mentors, thereby demystifying the procurement process and highlighting the complexities of balancing social missions with commercial viability.

As we move forward, the insights and relationships developed through this pilot program will serve as a blueprint for scaling up efforts and embedding social procurement as a standard business practice, ultimately driving greater social impact across the procurement ecosystem.

## Enquiries

For any queries relating to Social Traders and the Supplier Development Program, please contact:



**Abigail Peak**  
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"I challenge anyone that's interested in this, to go out to one of these social enterprises and visit them.

See the change that they're making in real life, in the community. Once you see that you can never unsee it again.

At the end of the day, it's about doing the right thing."

**Deepen Somaiya, Mirvac**



# APPENDICES

## Appendix 1: About Social Traders

Established in 2008, Social Traders has been a pioneer in the growth of social enterprise across Australia. Through programs and advocacy, Social Traders has equipped hundreds of enterprises with the know-how, networks, and investment to start and grow.

Social Traders has always adapted to meet the needs of the social enterprise sector. In 2016, 75% of social enterprises said that their biggest need was customers and that Australia's \$600 billion procurement market offered a significant opportunity for growth. In response, Social Traders shifted its strategy to unlock the power of government and business to include social enterprise.

Today Social Traders provide Australia's social enterprise certification. We are also the pioneers of social enterprise procurement – building the sustainability of social enterprises by engaging business and government to buy their products and services. Social Traders certified social enterprise marketplace is made up of 160+ Business and Government Members and 650+ certified social enterprises as of October 2024.

## Appendix 2: What is a social enterprise?

A social enterprise is a business, for good.

They trade like any other business but exist specifically to make the world a better place.

Specifically, social enterprises do three things:

1. They have a social, cultural, or environmental purpose,
2. Generate a substantial portion of their income from trade (selling goods/services),
3. Invest profit and resources into their purpose such that public/community benefit outweighs private benefit.

There are over 12,000 social enterprises operating in Australia, contributing \$21.3 billion to the economy each year, and generating over 206,000 jobs. (Business for Good report, Social Enterprise Australia)

## Appendix 3: Social enterprise participants

The first cohort of the Supplier Development Program was chosen through an EOI process by Social Traders, with input from Mirvac. After receiving 48 submissions over two weeks, Social Traders shortlisted candidates based on a scoring matrix. Mirvac then aligned these shortlisted certified social enterprises with their areas of spend. Four certified social enterprises were selected to participate.



**Hedayat Osyan**  
CEO



### CommUnity Construction

CommUnity Construction is a pioneering social enterprise in the Australian construction industry, building houses, offices, hospitals, and hotels. CommUnity Construction fosters communities where everyone benefits, helping migrants, refugees, and asylum seekers integrate and thrive. Originally focused on tiling, CommUnity Construction now offers expanded services including waterproofing, painting, caulking, air conditioning, and cleaning in NSW. By working with CommUnity Construction, clients not only receive top-quality construction services but also contribute to the creation of new lives and opportunities for those who are building a future in Australia.



**Robert Servine**  
General Manager



### Green Connect

Green Connect employs young people, former refugees, and Aboriginal and Torres Strait Islander people in Wollongong, NSW. The organisation operates an urban farm, op shop, and provides gardening, landscaping, zero waste services, staffing solutions, sustainability workshops, and cultural awareness training, all aimed at improving the environment and community. Their initiatives create meaningful employment opportunities while promoting environmental sustainability. By supporting Green Connect, individuals and businesses contribute to a healthier planet and a more inclusive community, making a lasting impact on both social and environmental fronts.



**Damien Carmody**  
ReBuild Manager



## YMCA ReBuild

YMCA ReBuild is a social enterprise offering commercial construction services while training and employing young people involved in the criminal justice system to reduce reoffending rates. Since 2010, YMCA ReBuild has trained over 150 young people in custody and employed over 350 from the justice system. Services include landscaping, painting, carpentry, minor building works, and more, serving metropolitan Victoria clients like Melbourne Zoo and Lendlease. By engaging with YMCA ReBuild, clients support the reintegration of young people into society, providing them with valuable skills and employment opportunities that pave the way for a brighter future.



**Ninna Larsen**  
Founder & Director



## Reground

Reground, established in 2014, connects used coffee grounds from cafes with local gardeners, aiming to create a waste-free community. Reground has collected over 900 tonnes of coffee grounds, preventing 1.9 million kilograms of greenhouse gases. Reground educates on waste as a resource, servicing over 600 community members and collaborating with government on waste minimisation projects, fostering a circular economy. Through its innovative approach, Reground not only diverts waste from landfills but also strengthens community ties, demonstrating the power of sustainability and community-driven initiatives in creating positive environmental change.

## Appendix 4: Mirvac mentors

After finalising the social enterprise selection, the diagnostic assessment began. This assessment identified business priorities, challenges, goals, market opportunities, and required support for the Supplier Development Program, guiding the selection of Mirvac mentors.



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### David Haller

#### National Operations Manager

David Haller is the National Operations Manager of the Masterplanned Communities, Construction division at Mirvac. David has been active in the construction industry in Australia for over 28 years and commenced his time at Mirvac in 2001. Since starting at Mirvac, David has held various roles during his career and has delivered just over 8,000 homes with an approximate construction value of just over \$2.4 billion. The Mirvac Homes business led by David and his team have consistently pursued a range of community investment and social procurement opportunities and continue to be passionate and committed to unlocking more opportunities to engage and partner with more social enterprises.



paired with



### Deepen Somaiya

#### Responsible Sourcing Manager

Deepen has over 20 years of international business experience across various streams of sustainability, supply chain management, government and investor relations, operations, and project management within a diverse global environment. He has a strong passion and determination to create a legacy of positive impact in his work.



paired with



## Kase Jong

### Regional Operations Manager Victoria

Kase has over 20 years of experience in the construction industry, with most of his career working with publicly listed organisations. He has assumed a variety of roles spanning administration to site management and more recently business operations. Kase has spent a total of 15 years of his career at Mirvac and through that time has delivered over 1,000 homes in the last 8 years. These homes range from high end detached housing, town homes, and low-rise apartments.



paired with

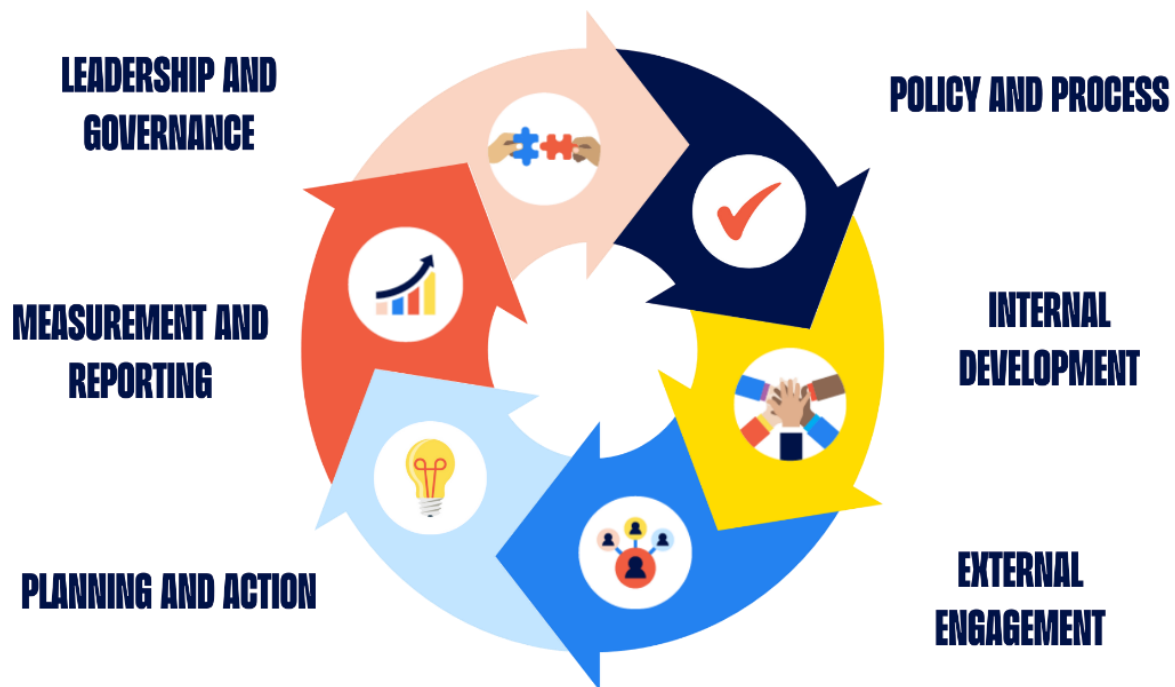


## Kim Host

### Resource Recovery Manager

Kim has over 20 years of experience in sustainability. She is currently the Resource Recovery Manager at Mirvac Group, focusing on waste management, with the company targeting zero waste to landfill by 2030. Kim works with industry stakeholders to minimise waste and promote the value of materials, driving the adoption of Circular Economy principles across Mirvac's operations and retail portfolio. She also supports community enrichment by collaborating with social enterprises like Mates on the Move, Reground, and Green Collect to find efficient solutions for challenging waste streams.

## Appendix 5: Social Traders social procurement maturity model



The Social Traders social procurement maturity model outlines the core areas of social procurement maturity. It is based on a continuous improvement approach for embedded and sustained change in social procurement practices.

The maturity model consists of 6 areas of procurement maturity, as shown in the above diagram.

These areas are interdependent and reinforcing. While organisations will start with their own priority areas, they will be ineffective if done in isolation. No one organisation is doing everything in each of these areas, there will be strengths to draw on and gaps to address in each area.

With members, Social Traders assesses their social procurement maturity through a questionnaire that asks members to answer a series of questions under each maturity element. The member then receives a total maturity score out of a total possible score of 68. This questionnaire is repeated over time to track changes in social procurement maturity.

# CONTACT

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