



# Public report

2018-19

Submitted by

Legal Name:
Mirvac Projects Pty Ltd







# Organisation and contact details

| Submitting organisation details | Legal name                                 | Mirvac Projects Pty Ltd                                |
|---------------------------------|--|--|
|                                 | ABN  | 72001069245  |
|                                 | ANZSIC                                     | E Construction 3299 Other Construction Services n.e.c. |
|                                 | Business/trading name/s                    | Mirvac Group   |
|                                 | ASX code (if applicable)                   | MGR  |
|                                 | Postal address                             | Level 28, 200 George Street                            |
|                                 |  | Sydney NSW 2000<br>AUSTRALIA                           |
|                                 | Organisation phone number                  | 0290808069   |
| Reporting structure             | Ultimate parent                            | Mirvac Limited   |
|                                 | Number of employees covered by this report | 1,582  |





# All organisations covered by this report

| Legal name                            | Business/trading name/s |  |
|---------------------------------------|-------------------------|--|
| Mirvac Projects Pty Ltd               | Mirvac Group            |  |
| Mirvac Limited                        | Mirvac Group            |  |
| Mirvac Real Estate Pty Ltd            |                         |  |
| Mirvac Constructions Pty Ltd          |                         |  |
| Mirvac Design Pty Limited             |                         |  |
| Mirvac (WA) Pty Limited               |                         |  |
| Mirvac Constructions (WA) Pty Limited |                         |  |
| Mirvac Constructions (Vic) Pty Ltd    |                         |  |
| Mirvac Constructions (Qld) Pty Ltd    |                         |  |
| Mirvac Homes (NSW) Pty Ltd            |                         |  |
|                                       |                         |  |





## Workplace profile

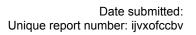
## Manager

| Managementional actaonsis                | Demonstration level to CEO | Function was not atotics |    | No. | of employees    |
|--|----------------------------|--------------------------|----|-----|-----------------|
| Manager occupational categories          | Reporting level to CEO     | Employment status        | F  | M   | Total employees |
|  |                            | Full-time permanent      | 1  | 0   | 1               |
|  |                            | Full-time contract       | 0  | 0   | 0               |
| CEO/Head of Business in Australia        | 0                          | Part-time permanent      | 0  | 0   | 0               |
|  |                            | Part-time contract       | 0  | 0   | 0               |
|  |                            | Casual                   | 0  | 0   | 0               |
|  |                            | Full-time permanent      | 1  | 6   | 7               |
|  |                            | Full-time contract       | 0  | 0   | 0               |
| Key management personnel                 | -1                         | Part-time permanent      | 0  | 0   | 0               |
|  |                            | Part-time contract       | 0  | 0   | 0               |
|  |                            | Casual                   | 0  | 0   | 0               |
|  |                            | Full-time permanent      | 17 | 27  | 44              |
|  |                            | Full-time contract       | 0  | 0   | 0               |
|  | -2                         | Part-time permanent      | 4  | 0   | 4               |
|  |                            | Part-time contract       | 0  | 0   | 0               |
| Other average times (Comment and an area |                            | Casual                   | 0  | 0   | 0               |
| Other executives/General managers        |                            | Full-time permanent      | 0  | 1   | 1               |
|  |                            | Full-time contract       | 0  | 0   | 0               |
|  | -3                         | Part-time permanent      | 0  | 0   | 0               |
|  |                            | Part-time contract       | 0  | 0   | 0               |
|  |                            | Casual                   | 0  | 0   | 0               |
|  |                            | Full-time permanent      | 0  | 1   | 1               |
|  |                            | Full-time contract       | 0  | 0   | 0               |
|  | -2                         | Part-time permanent      | 2  | 0   | 2               |
|  |                            | Part-time contract       | 0  | 0   | 0               |
| Canian Managana                          |                            | Casual                   | 0  | 0   | 0               |
| Senior Managers                          |                            | Full-time permanent      | 8  | 26  | 34              |
|  |                            | Full-time contract       | 0  | 0   | 0               |
|  | -3                         | Part-time permanent      | 2  | 1   | 3               |
|  |                            | Part-time contract       | 0  | 0   | 0               |
|  |                            | Casual                   | 0  | 0   | 0               |





| Managara                        | Describe a level to OFO | Formular was a state of |    | No. | of employees    |
|---------------------------------|-------------------------|-------------------------|----|-----|-----------------|
| Manager occupational categories | Reporting level to CEO  | Employment status       | F  | М   | Total employees |
|                                 |                         | Full-time permanent     | 3  | 8   | 11              |
|                                 |                         | Full-time contract      | 0  | 0   | 0               |
|                                 | -4                      | Part-time permanent     | 0  | 0   | 0               |
|                                 |                         | Part-time contract      | 0  | 0   | 0               |
|                                 |                         | Casual                  | 0  | 0   | 0               |
|                                 |                         | Full-time permanent     | 0  | 1   | 1               |
|                                 |                         | Full-time contract      | 0  | 0   | 0               |
|                                 | -2                      | Part-time permanent     | 0  | 0   | 0               |
|                                 |                         | Part-time contract      | 0  | 0   | 0               |
|                                 |                         | Casual                  | 0  | 0   | 0               |
|                                 |                         | Full-time permanent     | 22 | 31  | 53              |
|                                 |                         | Full-time contract      | 2  | 0   | 2               |
|                                 | -3                      | Part-time permanent     | 11 | 1   | 12              |
|                                 |                         | Part-time contract      | 0  | 0   | 0               |
|                                 |                         | Casual                  | 0  | 0   | 0               |
|                                 |                         | Full-time permanent     | 45 | 59  | 104             |
|                                 |                         | Full-time contract      | 0  | 0   | 0               |
|                                 | -4                      | Part-time permanent     | 5  | 0   | 5               |
|                                 |                         | Part-time contract      | 0  | 0   | 0               |
|                                 |                         | Casual                  | 0  | 0   | 0               |
| Other managers                  |                         | Full-time permanent     | 14 | 52  | 66              |
|                                 |                         | Full-time contract      | 0  | 1   | 1               |
|                                 | -5                      | Part-time permanent     | 1  | 2   | 3               |
|                                 |                         | Part-time contract      | 0  | 0   | 0               |
|                                 |                         | Casual                  | 0  | 1   | 1               |
|                                 |                         | Full-time permanent     | 1  | 40  | 41              |
|                                 |                         | Full-time contract      | 0  | 0   | 0               |
|                                 | -6                      | Part-time permanent     | 0  | 0   | 0               |
|                                 |                         | Part-time contract      | 0  | 0   | 0               |
|                                 |                         | Casual                  | 0  | 1   | 1               |
|                                 |                         | Full-time permanent     | 0  | 30  | 30              |
|                                 |                         | Full-time contract      | 0  | 0   | 0               |
|                                 | -7                      | Part-time permanent     | 0  | 0   | 0               |
|                                 |                         | Part-time contract      | 0  | 0   | 0               |
|                                 |                         | Casual                  | 0  | 0   | 0               |
|                                 | -8                      | Full-time permanent     | 0  | 11  | 11              |







| Managar acquirational actagorica | Deporting level to CEO | Employment status   |     | No. | of employees    |  |
|----------------------------------|------------------------|---------------------|-----|-----|-----------------|--|
| Manager occupational categories  | Reporting level to CEO | Employment status   | F M |     | Total employees |  |
|                                  |                        | Full-time contract  | 0   | 0   | 0               |  |
|                                  |                        | Part-time permanent | 0   | 0   | 0               |  |
|                                  |                        | Part-time contract  | 0   | 0   | 0               |  |
|                                  |                        | Casual              | 0   | 0   | 0               |  |
| Grand total: all managers        |                        | _                   | 139 | 300 | 439             |  |

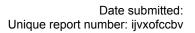




## Workplace profile

## Non-manager

| Non manager equipational estegaries | Employment status   | No. of employees (excluding | graduates and apprentices) | No. of graduates (if applicable) |    | No. of apprentices (if applicable) |   | Tatal amenia va aa |
|-------------------------------------|---------------------|-----------------------------|----------------------------|----------------------------------|----|------------------------------------|---|--------------------|
| Non-manager occupational categories | Employment status   | F                           | M                          | F                                | М  | F                                  | M | Total employees    |
|                                     | Full-time permanent | 198                         | 266                        | 4                                | 12 | 0                                  | 0 | 480                |
| Professionals                       | Full-time contract  | 26                          | 15                         | 0                                | 0  | 0                                  | 0 | 41                 |
|                                     | Part-time permanent | 35                          | 3                          | 0                                | 0  | 0                                  | 0 | 38                 |
|                                     | Part-time contract  | 5                           | 5                          | 0                                | 0  | 0                                  | 0 | 10                 |
|                                     | Casual              | 1                           | 4                          | 1                                | 2  | 0                                  | 0 | 8                  |
|                                     | Full-time permanent | 33                          | 113                        | 0                                | 0  | 0                                  | 0 | 146                |
| Technicians and trade               | Full-time contract  | 1                           | 5                          | 0                                | 0  | 0                                  | 0 | 6                  |
|                                     | Part-time permanent | 3                           | 1                          | 0                                | 0  | 0                                  | 0 | 4                  |
|                                     | Part-time contract  | 0                           | 0                          | 0                                | 0  | 0                                  | 0 | 0                  |
|                                     | Casual              | 0                           | 0                          | 0                                | 0  | 0                                  | 0 | 0                  |
|                                     | Full-time permanent | 0                           | 6                          | 0                                | 0  | 0                                  | 0 | 6                  |
|                                     | Full-time contract  | 0                           | 1                          | 0                                | 0  | 0                                  | 0 | 1                  |
| Community and personal service      | Part-time permanent | 0                           | 0                          | 0                                | 0  | 0                                  | 0 | 0                  |
|                                     | Part-time contract  | 0                           | 0                          | 0                                | 0  | 0                                  | 0 | 0                  |
|                                     | Casual              | 2                           | 8                          | 0                                | 0  | 0                                  | 0 | 10                 |
|                                     | Full-time permanent | 84                          | 5                          | 0                                | 0  | 0                                  | 0 | 89                 |
|                                     | Full-time contract  | 7                           | 1                          | 0                                | 0  | 0                                  | 0 | 8                  |
| Clerical and administrative         | Part-time permanent | 26                          | 0                          | 0                                | 0  | 0                                  | 0 | 26                 |
|                                     | Part-time contract  | 1                           | 0                          | 0                                | 0  | 0                                  | 0 | 1                  |
|                                     | Casual              | 34                          | 4                          | 0                                | 0  | 0                                  | 0 | 38                 |
|                                     | Full-time permanent | 28                          | 12                         | 0                                | 0  | 0                                  | 0 | 40                 |
|                                     | Full-time contract  | 7                           | 1                          | 0                                | 0  | 0                                  | 0 | 8                  |
| Sales                               | Part-time permanent | 1                           | 0                          | 0                                | 0  | 0                                  | 0 | 1                  |
|                                     | Part-time contract  | 0                           | 0                          | 0                                | 0  | 0                                  | 0 | 0                  |
|                                     | Casual              | 12                          | 1                          | 0                                | 0  | 0                                  | 0 | 13                 |
|                                     | Full-time permanent | 0                           | 0                          | 0                                | 0  | 0                                  | 0 | 0                  |
|                                     | Full-time contract  | 0                           | 0                          | 0                                | 0  | 0                                  | 0 | 0                  |
| Machinery operators and drivers     | Part-time permanent | 0                           | 0                          | 0                                | 0  | 0                                  | 0 | 0                  |
|                                     | Part-time contract  | 0                           | 0                          | 0                                | 0  | 0                                  | 0 | 0                  |
|                                     | Casual              | 0                           | 0                          | 0                                | 0  | 0                                  | 0 | 0                  |







| Non manager assumptional estageries | Employment status   | No. of employees (excluding graduates and apprentices) |     | No. of graduates (if applicable) |    | No. of apprentices (if applicable) |   | Total ampleyees |
|-------------------------------------|---------------------|--|-----|----------------------------------|----|------------------------------------|---|-----------------|
| Non-manager occupational categories | Employment status   | F  | M   | F                                | М  | F                                  | М | rotai employees |
|                                     | Full-time permanent | 3  | 160 | 0                                | 0  | 0                                  | 0 | 163             |
|                                     | Full-time contract  | 0  | 1   | 0                                | 0  | 0                                  | 0 | 1               |
| Labourers                           | Part-time permanent | 1  | 0   | 0                                | 0  | 0                                  | 0 | 1               |
|                                     | Part-time contract  | 0  | 0   | 0                                | 0  | 0                                  | 0 | 0               |
|                                     | Casual              | 0  | 4   | 0                                | 0  | 0                                  | 0 | 4               |
|                                     | Full-time permanent | 0  | 0   | 0                                | 0  | 0                                  | 0 | 0               |
|                                     | Full-time contract  | 0  | 0   | 0                                | 0  | 0                                  | 0 | 0               |
| Others                              | Part-time permanent | 0  | 0   | 0                                | 0  | 0                                  | 0 | 0               |
|                                     | Part-time contract  | 0  | 0   | 0                                | 0  | 0                                  | 0 | 0               |
|                                     | Casual              | 0  | 0   | 0                                | 0  | 0                                  | 0 | 0               |
| Grand total: all non-managers       |                     | 508  | 616 | 5                                | 14 | 0                                  | 0 | 1,143           |





## Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

#### NB. IMPORTANT:

- References to the Act mean the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2018 to 31 March 2019. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- · Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.
- 1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?

| 1.1 | Recruitment  ☐ Yes (select all applicable answers) ☐ Policy ☐ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority                       |
|-----|--|
| 1.2 | Retention  ☐ Yes (select all applicable answers) ☐ Policy ☐ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority                         |
| 1.3 | Performance management processes   ☐ Yes (select all applicable answers) ☐ Policy ☐ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise ☐ Not a priority |



1.4

**Promotions** 



|     | <ul> <li>✓ Yes (select all applicable answers)</li> <li>✓ Policy</li> <li>✓ Strategy</li> <li>✓ No (you may specify why no formal policy or formal strategy is in place)</li> <li>✓ Currently under development, please enter date this is due to be completed</li> <li>✓ Insufficient resources/expertise</li> <li>✓ Not a priority</li> </ul>                                       |
|-----|---|
| 1.5 | Talent identification/identification of high potentials   |
|     | <ul> <li>Yes (select all applicable answers)         <ul> <li>□ Policy</li> <li>☑ Strategy</li> </ul> </li> <li>□ No (you may specify why no formal policy or formal strategy is in place)         <ul> <li>□ Currently under development, please enter date this is due to be completed</li> <li>□ Insufficient resources/expertise</li> <li>□ Not a priority</li> </ul> </li> </ul> |
| 1.6 | Succession planning   |
|     | <ul> <li>Yes (select all applicable answers)</li> <li>□ Policy</li> <li>□ Strategy</li> <li>□ No (you may specify why no formal policy or formal strategy is in place)</li> <li>□ Currently under development, please enter date this is due to be completed</li> <li>□ Insufficient resources/expertise</li> <li>□ Not a priority</li> </ul>   |
| 1.7 | Training and development  |
|     | <ul> <li>✓ Yes (select all applicable answers)</li> <li>✓ Policy</li> <li>✓ Strategy</li> <li>✓ No (you may specify why no formal policy or formal strategy is in place)</li> <li>✓ Currently under development, please enter date this is due to be completed</li> <li>✓ Insufficient resources/expertise</li> <li>✓ Not a priority</li> </ul>                                       |
| 1.8 | Key performance indicators for managers relating to gender equality   |
|     |   |
|     | <ul> <li>Yes (select all applicable answers)</li></ul>  |
| 1.9 | ☐ Policy ☐ Strategy ☐ No (you may specify why no formal policy or formal strategy is in place) ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise  |





1.10 How many employees were promoted during the reporting period against each category below?
IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.

|   | Mana   | Managers |        | nagers |
|---|--------|----------|--------|--------|
|   | Female | Male     | Female | Male   |
| Permanent/ongoing full-time employees   | 16     | 27       | 59     | 63     |
| Permanent/ongoing part-time employees   | 4      | 0        | 4      | 1      |
| Fixed-term contract full-time employees | 0      | 0        | 1      | 0      |
| Fixed-term contract part-time employees | 0      | 0        | 0      | 0      |
| Casual employees                        | 0      | 0        | 0      | 0      |

1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?

IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.

|   | Female | Male |
|---|--------|------|
| Number of appointments made to MANAGER roles (including promotions)     | 52     | 80   |
| Number of appointments made to NON-MANAGER roles (including promotions) | 230    | 222  |

1.12 How many employees resigned during the reporting period against each category below?

|   | Mana   | Managers |        | nagers |
|---|--------|----------|--------|--------|
|   | Female | Male     | Female | Male   |
| Permanent/ongoing full-time employees   | 10     | 37       | 49     | 74     |
| Permanent/ongoing part-time employees   | 2      | 1        | 4      | 3      |
| Fixed-term contract full-time employees | 0      | 0        | 13     | 6      |
| Fixed-term contract part-time employees | 0      | 0        | 1      | 2      |
| Casual employees                        | 0      | 0        | 8      | 8      |

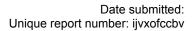
1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.

N/A

## Gender equality indicator 2: Gender composition of governing bodies

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term "governing body" in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

2. The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as "the board of directors, trustees, committee of management, council or other governing authority of the employer". This question relates to the highest governing body for your Australian entity, even if it is located overseas.





2.1



|        | Note: If this report covers m<br>organisation before proceed   | ore than one organisation, the questions<br>ling to question 2.2.                        | s below will be repeated for each                       |  |  |  |  |  |  |
|--------|--|--|---|--|--|--|--|--|--|
|        | If your organisation's govern organisation's name BUT the  | ning body is the same as your parent ent<br>e numerical details of your parent entity'   | tity's, you will need to add your<br>'s governing body. |  |  |  |  |  |  |
| 2.1a.1 | Organisation name?   |  |   |  |  |  |  |  |  |
|        | Mirvac Projects Pty Ltd  |  |   |  |  |  |  |  |  |
|        | , ,  |  |   |  |  |  |  |  |  |
| 2.1b.1 | How many Chairs on this go   | How many Chairs on this governing body?  |   |  |  |  |  |  |  |
|        |  | Female   | Male  |  |  |  |  |  |  |
|        | Number   | 0  | 1   |  |  |  |  |  |  |
| 2.1c.1 | How many other members a   | re on this governing body (excluding the   | e Chair/s)?   |  |  |  |  |  |  |
|        |  | Female   | Male  |  |  |  |  |  |  |
|        | Number   | 5  | 4   |  |  |  |  |  |  |
|        |  |  |   |  |  |  |  |  |  |
| 2.1g.1 | ☐ Not a priority ☐ Other (provide deta   | over governing body/board appointments ( ils): ner organisations in this report?         | provide details wily).                                  |  |  |  |  |  |  |
| 2.2    | Do you have a formal selection   | ion policy and/or formal selection strateç<br>s report?                                  | gy for governing body members for Al                    |  |  |  |  |  |  |
|        | <ul><li>✓ Yes (select all applicable a</li><li>✓ Policy</li><li>✓ Strategy</li></ul>   | nswers)  |   |  |  |  |  |  |  |
|        | <ul> <li>☐ No (you may specify why no formal selection policy or formal selection strategy is in place)</li> <li>☐ In place for some governing bodies</li> <li>☐ Currently under development, please enter date this is due to be completed</li> </ul> |  |   |  |  |  |  |  |  |
|        | ☐ Insufficient resource ☐ Do not have control ☐ Not a priority ☐ Other (provide deta   | over governing body appointments (provide  | e details why)  |  |  |  |  |  |  |
| 2.3    |  | rate as a partnership structure (i.e. selec<br>td, Ltd or lnc; or an "unincorporated" en |   |  |  |  |  |  |  |
|        | ☐ Yes<br>⊠ No  |  |   |  |  |  |  |  |  |

Please answer the following questions relating to each governing body covered in this report.

Date submitted: Unique report number: ijvxofccbv

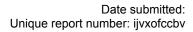




| 2.5 | If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below. |
|-----|--|
|     | N/A  |

## Gender equality indicator 3: Equal remuneration between women and men

|    | remune<br>er equali | ty.   |
|----|---------------------|---|
| 3. | Do yo               | u have a formal policy and/or formal strategy on remuneration generally?  |
|    |                     | s (select all applicable answers)  Policy Strategy (you may specify why no formal policy or formal strategy is in place) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Salaries set by awards/industrial or workplace agreements Non-award employees paid market rate Not a priority Other (provide details):   |
|    | 3.1                 | Are specific gender pay equity objectives included in your formal policy and/or formal strategy?  |
|    |                     | Yes (provide details in question 3.2 below)  No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)  Currently under development, please enter date this is due to be completed  Salaries set by awards/industrial or workplace agreements  Insufficient resources/expertise  Non-award employees paid market rate  Not a priority  Other (provide details):  |
|    | 3.2                 | Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?   |
|    |                     | <ul> <li>☑ To achieve gender pay equity</li> <li>☑ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)</li> <li>☐ To be transparent about pay scales and/or salary bands</li> <li>☑ To ensure managers are held accountable for pay equity outcomes</li> <li>☑ To implement and/or maintain a transparent and rigorous performance assessment process</li> <li>☐ Other (provide details):</li> </ul> |
| 4. |                     | you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. ucted a gender pay gap analysis)?   |
|    |                     | s - the most recent gender remuneration gap analysis was undertaken:  Within last 12 months  Within last 1-2 years  More than 2 years ago but less than 4 years ago  Other (provide details):  (you may specify why you have not analysed your payroll for gender remuneration gaps)  Currently under development, please enter date this is due to be completed  Insufficient resources/expertise  |



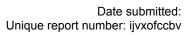




| qualifi<br>IS roo | □ Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or cations) □ Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there m for discretion in pay changes (because pay increases can occur with some discretion such as performance sments) □ Non-award employees paid market rate □ Not a priority □ Other (provide details):   |
|-------------------|---|
| 4.01              | You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).  |
|                   | Our gender pay analysis includes organisation-wide gap, by-level gap and like-for-like gap. We analyse the data by the key points where remuneration changes may be made, which is new hires, out of cycle payments and promotions.   |
| 4.1               | Did you take any actions as a result of your gender remuneration gap analysis?  |
|                   | <ul> <li>☑ Yes – indicate what actions were taken (select all applicable answers)</li> <li>☑ Created a pay equity strategy or action plan</li> <li>☑ Identified cause/s of the gaps</li> <li>☑ Reviewed remuneration decision-making processes</li> <li>☑ Analysed commencement salaries by gender to ensure there are no pay gaps</li> <li>☑ Analysed performance ratings to ensure there is no gender bias (including unconscious bias)</li> <li>☑ Analysed performance pay to ensure there is no gender bias (including unconscious bias)</li> <li>☑ Trained people-managers in addressing gender bias (including unconscious bias)</li> <li>☐ Set targets to reduce any like-for-like gaps</li> <li>☑ Set targets to reduce any organisation-wide gaps</li> <li>☑ Reported pay equity metrics (including gender pay gaps) to the governing body</li> <li>☑ Reported pay equity metrics (including gender pay gaps) to the executive</li> <li>☑ Reported pay equity metrics (including gender pay gaps) to all employees</li> <li>☑ Reported pay equity metrics (including gender pay gaps) externally</li> <li>☑ Corrected like-for-like gaps</li> <li>☑ Conducted a gender-based job evaluation process</li> <li>☑ Implemented other changes (provide details):</li> <li>☐ No (you may specify why no actions were taken resulting from your remuneration gap analysis)</li> <li>☑ No unexplainable or unjustifiable gaps identified</li> <li>☐ Currently under development, please enter date this is due to be completed</li> <li>☐ Insufficient resources/expertise</li> <li>☐ Salaries set by awards/industrial or workplace agreements</li> <li>☐ Non-award employees are paid market rate</li> <li>☐ Unable to address cause/s of gaps (provide details why):</li> <li>☐ Other (provide details):</li> </ul> |
| 4.2               | If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:  |
|                   | N/A   |

# Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

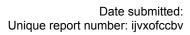
This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.







| great  | RIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified  | as having                        |
|--|--|----------------------------------|
|  | er responsibility for the day-to-day care of a child.  | uo nuving                        |
|  | ou provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women in addition to any government funded parental leave scheme for primary carers?   | en AND                           |
| time of indications of time of | By paying the employee's full salary (in addition to the government's paid parental leave scheme By paying the employee's full salary (in addition to the government's paid scheme), regardless of the pover which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks As a lump sum payment (paid pre- or post- parental leave, or a combination) on we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Pleate how employer funded paid parental leave is provided to women ONLY):  By paying the gap between the employee's salary and the government's paid parental leave scheme By paying the employee's full salary (in addition to the government's paid scheme), regardless of the pover which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks  As a lump sum payment (paid pre- or post- parental leave, or a combination) on we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how emplowarental leave is provided to men ONLY):  By paying the gap between the employee's salary and the government's paid parental leave scheme By paying the employee's full salary (in addition to the government's paid scheme), regardless of the power which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks  As a lump sum payment (paid pre- or post- parental leave, or a combination) on the available (you may specify why this leave is not provided)  Currently under development, please enter date this is due to be completed Insufficient resources/expertise  Government scheme is sufficient  Not a priority  Other (provide details): | ease<br>Period of<br>Pyer funded |
| 5.1  | How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If diffamounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of wee provided to eligible employees:   |                                  |
|  | 20   |                                  |
|  | 20   |                                  |
| carer  | or organisation would like to provide additional information on your paid parental leave for primary se.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below.   |                                  |
| In choose wishing to 20 on per necess adopt join M relate on a p   | r organisation would like to provide additional information on your paid parental leave for primary se.g. eligibility period, where applicable the maximum number of weeks provided, and other   |                                  |
| In choose wishing to 20 on per necess adopt join M relate on a p   | or organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below.  December 2017, we launched a new Shared Care Parental leave Policy to support our employees who se to have a family. The aim of the policy is to provide support to both our female and male employees and to take parental leave as well as supporting their transition back to work. Policy inclusions in addition weeks paid parental leave for the primary carer include: 4 weeks paid partner leave, superannuation paid riods of paid and unpaid leave up to 12 months, flexibility in how paid leave is taken i.e. it doesn't is sarily have to be taken in one block of time, leave can be taken up to 18 months after the birth or ion of the child, the eligibility period for employees being able to access paid parental leave when they lirvac has been reduced to 6 months, we offer Special Paid Leave of 10 days in cases of pregnancy dillness or if the pregnancy ends other than by the birth of a living child, long service leave can be taken or or rata basis on an employee's 10 year work anniversary regardless of whether they have taken unpaid   | IMARY                            |
| In choose wishing to 20 on peneces adopt join M relate on a parent   | ar organisation would like to provide additional information on your paid parental leave for primary is e.g. eligibility period, where applicable the maximum number of weeks provided, and other gements you may have in place, please do so below.  December 2017, we launched a new Shared Care Parental leave Policy to support our employees who se to have a family. The aim of the policy is to provide support to both our female and male employees and to take parental leave as well as supporting their transition back to work. Policy inclusions in addition weeks paid parental leave for the primary carer include: 4 weeks paid partner leave, superannuation paid riods of paid and unpaid leave up to 12 months, flexibility in how paid leave is taken i.e. it doesn't sarily have to be taken in one block of time, leave can be taken up to 18 months after the birth or ion of the child, the eligibility period for employees being able to access paid parental leave when they lirvac has been reduced to 6 months, we offer Special Paid Leave of 10 days in cases of pregnancy dillness or if the pregnancy ends other than by the birth of a living child, long service leave can be taken upro rata basis on an employee's 10 year work anniversary regardless of whether they have taken unpaid tal leave.  What proportion of your total workforce has access to employer funded paid parental leave for PR  | IMARY                            |







|     |  | ⊠ 81-90%<br>□ 91-99%<br>□ 100%   |
|-----|--|--|
|     | 5.3  | Please indicate whether your employer funded paid parental leave for primary carers covers:  |
|     |  | <ul><li>☑ Adoption</li><li>☑ Surrogacy</li><li>☐ Stillbirth</li></ul>  |
| 6.  |  | CONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the ary carer.  |
|     |  | ou provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and en, in addition to any government funded parental leave scheme for secondary carers?   |
|     | ☐ No   | we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave) we offer paid parental leave for SECONDARY CARERS that is available to women ONLY (you may specify why employer funded paid parental leave for secondary carers is not paid) Currently under development, please enter date this is due to be completed Insufficient resources/expertise Government scheme is sufficient Not a priority Other (provide details):  |
|     | 6.1  | How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:  |
|     |  | 20   |
| 6a. |  | r organisation would like to provide additional information on your paid parental leave for SECONDARY<br>RS e.g. eligibility period, other arrangements you may have in place etc, please do so below.   |
|     | choos<br>wishin<br>to 20 v<br>on per<br>neces<br>adopti<br>join M<br>related<br>on a p | December 2017, we launched a new Shared Care Parental leave Policy to support our employees who e to have a family. The aim of the policy is to provide support to both our female and male employees go to take parental leave as well as supporting their transition back to work. Policy inclusions in addition weeks paid parental leave for the primary carer include: 4 weeks paid partner leave, superannuation paid riods of paid and unpaid leave up to 12 months, flexibility in how paid leave is taken i.e. it doesn't sarily have to be taken in one block of time, leave can be taken up to 18 months after the birth or ion of the child, the eligibility period for employees being able to access paid parental leave when they irvac has been reduced to 6 months, we offer Special Paid Leave of 10 days in cases of pregnancy dillness or if the pregnancy ends other than by the birth of a living child, long service leave can be taken for orata basis on an employee's 10 year work anniversary regardless of whether they have taken unpaid tal leave. |
|     | 6.2  | What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?  |
|     |  | • In your calculation, you MUST INCLUDE CASUALS when working out the proportion.  □ <10% □ 10-20% □ 21-30% □ 31-40% □ 41-50% □ 51-60% □ 61-70% □ 71-80% □ 81-90% □ 91-99% □ 100%   |

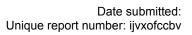




|  |  | Drimon  | warla laava  |  |   | Casanda  |                           | a legue  |
|--|--|---|--|--|---|--|---------------------------|--|
|  |  | Primary ca<br>Female  |  | lale   |   | Seconda<br>Female  | y carers                  | Male   |
| Managers   | 12   |   | 3  |  | 1   |  | 1                         | 12   |
|  |  | still on parent   |  | gardless                                       |   | n it commend   | ed.                       | d (paid and/or unpa  |
|  |  | F   | emale  | М  | ale   |  | nale                      | Male   |
| Non-mana   | agers  | 31  |  | 5  |   | 5  |                           | 23   |
| <ul> <li>'Ceased</li> </ul>  | any other per per per per per per per per per p  | paid or unpaid<br>nt' means any   | d leave is a<br>one who h  | as exited t                                    | at that t                                     | time.  |                           | er reason, including   |
| annual leave or  | any other per per per per per per per per per p  | paid or unpaid<br>nt' means any   | d leave is a<br>one who h  | as exited t                                    | at that t<br>the orga                         | time.  |                           | er reason, includinç   |
| annual leave or Ceased or resignations, rec  Managers  8.1 How man parental leave or where an Comparental of the comparent of | any other employme dundancie y NON-MA eave, regaclude thos nual leave eased emp              | paid or unpaid<br>nt' means any<br>s and dismiss<br>NAGERS, dur<br>irdless of whe<br>e where paren<br>or any other p                  | of leave is a cone who he cals.  Oring the report the leave we had or unpaid or unpaid or unpaid on anyone | porting per commens taken or aid leave who has | emale  riod, ce ced? continu is also          | time. anisation for ased employ ously with ar taken at that                              | 0 ment be any other time. | er reason, includinç   |
| annual leave or Ceased or resignations, rec  Managers  8.1 How man parental leave or where an Comparental of the comparent of | any other employme dundancie y NON-MA eave, regaclude thos nual leave eased emp              | naid or unpaid<br>nt' means any<br>s and dismiss<br>NAGERS, dur<br>irdless of whe<br>e where paren<br>or any other p<br>bloyment' mea | of leave is a cone who he cals.  Oring the report the leave we had or unpaid or unpaid or unpaid on anyone | porting per commens taken or aid leave who has | emale  riod, ce ced? continu is also          | time. anisation for ased employ ously with ar taken at that                              | 0 ment be any other time. | er reason, including  Male  Fore returning to w  leave type. For exa |
| annual leave or Ceased or resignations, rec  Managers  8.1 How man parental leave or where an Comparental of the comparent of | any other employme dundancie  y NON-MA eave, rega clude thos nual leave eased emp ons, redun | naid or unpaid<br>nt' means any<br>s and dismiss<br>NAGERS, dur<br>irdless of whe<br>e where paren<br>or any other p<br>bloyment' mea | of leave is a cone who he cals.  Oring the report the leave we had or unpaid or unpaid or unpaid on anyone | porting per commens taken or aid leave who has | emale  riod, ce ced? continu is also exited t | time.<br>anisation for<br>ased employ<br>ously with ar<br>taken at that<br>the organisat | 0 ment be any other time. | er reason, including Male efore returning to whatever reason, i      |

You may indicate which of the following are included in your flexible working arrangements strategy:

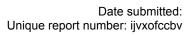
9.1







|     |              | □ A business case for flexibility has been established and endorsed at the leadership level □ Leaders are visible role models of flexible working □ Targets have been set for engagement in flexible work □ Targets have been set for men's engagement in flexible work □ Leaders are held accountable for improving workplace flexibility □ Manager training on flexible working is provided throughout the organisation □ Employee training is provided throughout the organisation □ Team-based training is provided throughout the organisation □ Employees are surveyed on whether they have sufficient flexibility □ The organisation's approach to flexibility is integrated into client conversations □ The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement) □ Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body |
|-----|--------------|---|
| 10. | Do yo        | ou have a formal policy and/or formal strategy to support employees with family or caring responsibilities?   |
|     | ⊠ Ye         | s (select all applicable answers)  ☑ Policy ☑ Strategy  |
|     | □ No         | ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise   |
|     |              | ☐ Included in award/industrial or workplace agreement ☐ Not a priority ☐ Other (provide details):   |
|     | ⊠ Ye<br>□ No | s (you may specify why non-leave based measures are not in place)  Currently under development, please enter date this is due to be completed  Insufficient resources/expertise  Not a priority  Other (provide details):   |
|     | 11.1         | Please select what support mechanisms are in place and if they are available at all worksites.  • Where only one worksite exists, for example a head-office, select "Available at all worksites".   |
|     |              | <ul> <li>☐ Employer subsidised childcare</li> <li>☐ Available at some worksites only</li> <li>☐ Available at all worksites</li> <li>☐ On-site childcare</li> <li>☐ Available at some worksites only</li> <li>☐ Available at all worksites</li> <li>☒ Breastfeeding facilities</li> <li>☒ Available at some worksites only</li> </ul>  |
|     |              | ☐ Available at all worksites ☐ Childcare referral services ☐ Available at some worksites only   |
|     |              | ☐ Available at all worksites ☐ Internal support networks for parents ☐ Available at some worksites only ☐ Available at all worksites  |
|     |              | ☐ Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave) ☐ Available at some worksites only ☐ Available at all worksites  |
|     |              | ☐ Information packs to support new parents and/or those with elder care responsibilities ☐ Available at some worksites only ☐ Available at all worksites  |
|     |              | Referral services to support employees with family and/or caring responsibilities   |







|     | ☐ Available at some worksites only ☐ Available at all worksites   |
|-----|---|
|     | ☐ Available at all worksites ☐ Targeted communication mechanisms, for example intranet/ forums  |
|     | □ Available at some worksites only  |
|     | Available at all worksites  |
|     | ☐ Support in securing school holiday care   |
|     | ☐ Available at some worksites only  |
|     | Available at all worksites  |
|     | Coaching for employees on returning to work from parental leave   |
|     |   |
|     | ☐ Available at all worksites  |
|     | ☐ Parenting workshops targeting mothers   |
|     | ☐ Available at some worksites only  |
|     | _ Available at all worksites  |
|     | ☐ Parenting workshops targeting fathers   |
|     | Available at some worksites only  |
|     | Available at all worksites  |
|     | ☐ None of the above, please complete question 11.2 below  |
| 12. | Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?   |
|     |   |
|     | □ Policy  |
|     | ⊠ Strategy  |
|     | $\square$ No (you may specify why no formal policy or formal strategy is in place)  |
|     | Currently under development, please enter date this is due to be completed  |
|     | Insufficient resources/expertise  |
|     | Included in award/industrial or workplace agreements  |
|     | ☐ Not aware of the need   |
|     | ☐ Not a priority  |
|     | Other (please provide details):   |
| 13. | Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence? |
|     | ∑ Yes (select all applicable answers)   |
|     | Employee assistance program (including access to a psychologist, chaplain or counsellor)  |
|     | ☐ Training of key personnel   |
|     | ☐ A domestic violence clause is in an enterprise agreement or workplace agreement   |
|     | ☐ Workplace safety planning   |
|     | Access to paid domestic violence leave (contained in an enterprise/workplace agreement)   |
|     | Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)   |
|     | Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)   |
|     | Access to unpaid leave  |
|     | ☐ Confidentiality of matters disclosed  |
|     | Referral of employees to appropriate domestic violence support services for expert advice   |
|     | Protection from any adverse action or discrimination based on the disclosure of domestic violence   |
|     | Flexible working arrangements   |
|     | <ul><li>☑ Provision of financial support (e.g. advance bonus payment or advanced pay)</li><li>☑ Offer change of office location</li></ul>                             |
|     | ☐ Emergency accommodation assistance  |
|     | Access to medical services (e.g. doctor or nurse)   |
|     | ☐ Other (provide details):  |
|     | Employees can be reimbursed up to \$5,000 per occasion relating to medical, relocation/accommodation  |
|     | expenses and childcare  |
|     | □ No (you may specify why no other support mechanisms are in place)   |
|     | Currently under development, please enter date this is due to be completed  |
|     | Insufficient resources/expertise  |
|     | ☐ Not aware of the need   |
|     | ☐ Not a priority  |
|     | Other (provide details):  |
|     |   |





| 14. | Where any of the following options are available in your workplace, are those option/s available to both women |
|-----|--|
|     | AND men?   |

- · flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- · carer's leave
- · purchased leave

☐ Not a priority

Other (provide details):

unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

| ☑ Yes, the option/s in place are available to both women and men. |
|---|
| ☐ No, some/all options are not available to both women AND men.   |

### 14.1 Which options from the list below are available? Please tick the related checkboxes.

Unticked checkboxes mean this option is NOT available to your employees.

|                          | Mar         | Managers Non-manage |             |             |
|--------------------------|-------------|---------------------|-------------|-------------|
|                          | Formal      | Informal            | Formal      | Informal    |
| Flexible hours of work   | $\boxtimes$ | $\boxtimes$         | $\boxtimes$ | $\boxtimes$ |
| Compressed working weeks | $\boxtimes$ | $\boxtimes$         | $\boxtimes$ | $\boxtimes$ |
| Time-in-lieu             |             | $\boxtimes$         | $\boxtimes$ | $\boxtimes$ |
| Telecommuting            | $\boxtimes$ | $\boxtimes$         | $\boxtimes$ | $\boxtimes$ |
| Part-time work           |             |                     | $\boxtimes$ |             |
| Job sharing              |             |                     | $\boxtimes$ |             |
| Carer's leave            | $\boxtimes$ |                     | $\boxtimes$ |             |
| Purchased leave          | $\boxtimes$ |                     | $\boxtimes$ |             |
| Unpaid leave             |             |                     | $\boxtimes$ |             |

| 14.3 | You may specify why any of the above options are NOT available to your employees.                               |
|------|---|
|      | ☐ Currently under development, please enter date this is due to be completed ☐ Insufficient resources/expertise |

14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:

In June 2016 we launched a Domestic and Family violence leave policy which provides employees experiencing domestic or family violence with financial support and access to leave. The policy inclusions are: up to 10 days paid leave per instance to any employee personally experiencing domestic and family violence• Up to \$5,000 financial support per instance to help with any personal expenses incurred such as medical, relocation/accommodation expenses and childcare• Unpaid leave of up to one month per instance•

Temporary provision of a new phone and new email address if necessary. Specialised counselling and/or other referral pathways. Victims of domestic abuse and their families can contact Mirvac's employee assistance program for specialised and independent counselling. Flexible work arrangements. In March 2018, Mirvac became a White Ribbon accredited workplace. The White Ribbon Accreditation Program recognises workplaces that are taking active steps to stop violence against women. White Ribbon Workplaces engender a whole of organisation commitment to stop violence against women, meeting 15 criteria under 3 standards to create a safer and more respectful workplace. Examples of some of the work we did to achieve the accreditation include; risk assessments, updates to policies and procedures, creating internal and external communications relating to White Ribbon, demonstrating leadership commitment to White Ribbon, putting a plan in place around continuous improvement, and training and education for employees. This year we have focussed on offering further training sessions for all our employees on the topic of domestic and family violence and as part of our International Women's Day program of events, we worked with the charity Every Little Bit Helps to collect toiletries to include in care packages which were

Date submitted: Unique report number: ijvxofccbv





distributed to domestic violence refuges across the country. We will hold this accreditation for three years and during that time we will continue to embed the White Ribbon ethos across the business.

In 2018 we launched a new Mirvac Parent's Network to support employees as they transition back to work from parental leave. The network also provides a safe space for all Mirvac parents to talk about any issues that they are struggling with. The group formally meets quarterly for 90mins over lunch and often invites speakers to come in and talk about relevant parenting issues.

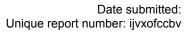
# Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

This gender equality indicator seeks information on what consultation occurs between employers and employees on issues concerning gender equality in the workplace.

| 15. | Have          | Have you consulted with employees on issues concerning gender equality in your workplace?   |  |  |
|-----|---------------|---|--|--|
|     | ⊠ Yes<br>□ No | (you may specify why you have not consulted with employees on gender equality)  Not needed (provide details why):  Insufficient resources/expertise  Not a priority  Other (provide details): |  |  |
|     | 15.1          | How did you consult with employees on issues concerning gender equality in your workplace?  |  |  |
|     |               | <ul> <li>Survey</li> <li>Consultative committee or group</li> <li>Focus groups</li> <li>Exit interviews</li> <li>Performance discussions</li> <li>Other (provide details):</li> </ul>         |  |  |
|     | 15.2          | Who did you consult?  |  |  |
|     |               |   |  |  |
|     | 15.3          | If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.  |  |  |

## Gender equality indicator 6: Sex-based harassment and discrimination

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.







| 16. | Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?   |
|-----|---|
|     | <ul><li>✓ Yes (select all applicable answers)</li><li>✓ Policy</li><li>✓ Strategy</li></ul>   |
|     | <ul> <li>No (you may specify why no formal policy or formal strategy is in place)</li> <li>□ Currently under development, please enter date this is due to be completed</li> <li>□ Insufficient resources/expertise</li> <li>□ Included in award/industrial or workplace agreement</li> <li>□ Not a priority</li> <li>□ Other (provide details):</li> </ul> |
|     | 16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?   |
|     | <ul> <li>✓ Yes</li> <li>No (you may specify why a grievance process is not included)</li> <li>Currently under development, please enter date this is due to be completed</li> <li>Insufficient resources/expertise</li> <li>Not a priority</li> <li>Other (provide details):</li> </ul>   |
| 17. | Do you provide training for all managers on sex-based harassment and discrimination prevention?   |
|     | <ul> <li>✓ Yes - please indicate how often this training is provided:</li> <li>✓ At induction</li> <li>☐ At least annually</li> <li>✓ Every one-to-two years</li> <li>☐ Every three years or more</li> <li>☐ Varies across business units</li> <li>☐ Other (provide details):</li> </ul>  |
|     | <ul> <li>No (you may specify why this training is not provided)</li> <li>☐ Currently under development, please enter date this is due to be completed</li> <li>☐ Insufficient resources/expertise</li> <li>☐ Not a priority</li> <li>☐ Other (provide details):</li> </ul>  |
|     | 17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:   |
|     |   |

## **Other**

18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.

(As with all questions in this questionnaire, information you provide here will appear in your public report.)

Mirvac's commitment to diversity extends beyond the programs and initiatives in place; the Group strives to create a culture in which both visible and tacit differences are recognised and valued. We've been working hard to improve gender equality at Mirvac over the last few years. Our priority has been to reduce bias and provide equal opportunity for females to contribute and progress their careers at Mirvac and drive participation in industry advocacy to improve gender representation within the broader property sector. Initiatives that have helped us change the culture, behaviours and discussions around gender equality include;

Focus on Targets and Metrics:

- Diversity targets for female representation at various levels in the business we track and report against these targets on a monthly basis.
- Focus on having female talent in our succession plans.
- Require 50 per cent of candidates on targeted leadership recruitment shortlists to be female.





- Diversity measures are included in our Group Scorecard
- Gender Diversity Dashboard We have a gender diversity dashboard which we use to assess how awe are tracking against our gender targets on a quarterly basis. Our Executive Leadership Team review this dashboard quarterly.
- We are one of a handful of ASX-200 listed companies that have a 50 per cent female representation on the Board.

#### Gender Pay Parity Analysis:

- Completion of annual gender pay parity analysis for the last seven years.
- We conduct the gender pay gap analysis in line with the Workplace Gender and Equality Agency's methodology across three levels: organisation-wide (across the Mirvac group); by-level (across similar sized roles at Mirvac) and like-for-like (across comparable roles). We are pleased to report that Mirvac maintains a like-for-like gender pay gap of 0% for the third consecutive year.

#### Shared Care Parental Leave Policy

- In December 2017, we launched a new Shared Care Parental leave Policy to support our employees who choose to have a family. The aim of the policy is to provide support to both our female and male employees wishing to take parental leave as well as supporting their transition back to work. This is an industry leading policy in terms of amount of paid leave on offer. It will help us to attract and retain the best talent. Some of the new benefits included are: 20 weeks paid parental leave, 4 weeks paid partner leave, Superannuation paid on periods of paid and unpaid leave up to 12months, Flexibility in how paid leave is taken i.e. it doesn't necessarily have to be taken in one block of time, Special Paid Leave – 10 days of leave available for instances of pregnancy related illness or where the pregnancy ends other than by the birth of a living child.

#### Training and Development:

In November 2018 we launched the Mirvac Giant Goals Women in Leadership Program, which is a program we are running in partnership with the Greater Western Sydney (GWS) Giants football team. It is a development program for female year 9 students who are currently studying/have in interest in STEM subjects. The program provides Mirvac with the opportunity to showcase what a career in property could look like to a large group of female students who may never have considered working in this industry before.

#### The program aims to:

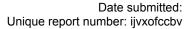
- Enhance positive self-esteem and resilience in students
- Provide a variety of life experiences and encourage goal setting behaviours
- Equip students with key strategies for career planning
- Expose students to healthy and career focused female role models
- · Provide hands on social, personal and vocational skills to help students stay engaged in school
- Provide personal and career growth opportunities

In 2017 we launched Aspire, a women's development program specifically for females in our Construction business. The program targets skills development, attendance at networking events, working with a business sponsor and participation in Mirvac's discovery program where participants spend a few days shadowing an alternate role on site or in head office. This enables us to grow our own female talent internally. Participation in the Property Council of Australia's (PCA) female only mentoring and sponsorship programs as well as running our own internal mentoring programs.

### Domestic and Family Violence Support

- In June 2016 we launched a Domestic and Family violence leave policy which provides employees experiencing domestic or family violence with financial support and access to leave and various other support mechanisms:
- Up to 10 days paid leave per instance to any employee personally experiencing domestic and family violence
- Up to \$5,000 financial support per instance to help with any personal expenses incurred such as medical, relocation/accommodation expenses and childcare
- Unpaid leave of up to one month per instance
- Temporary provision of a new phone and new email address if necessary
- Specialised counselling and/or other referral pathways. Victims of domestic abuse and their families can contact Mirvac's employee assistance program for specialised and independent counselling
- Flexible work arrangements

White Ribbon Workplace Accreditation Program - The White Ribbon Accreditation Program recognises workplaces that are taking active steps to stop violence against women, accrediting them as a White Ribbon Workplace. White Ribbon Workplaces engender a whole of organisation commitment to stop violence against women, meeting 15 criteria under 3 standards to create a safer and more respectful workplace. Mirvac was awarded the White Ribbon Workplace accreditation in March 2018. Examples of some of the work involved achieving the accreditation include; risk assessments, updates to policies and procedures, creating internal and external communications relating to White Ribbon, demonstrating leadership commitment to White







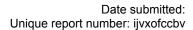
to further embed the Charter.

Ribbon, putting a plan in place around continuous improvement, and training and education for employees. We will hold this accreditation for three years and during that time will continue to embed the White Ribbon ethos across the business.

Flexibility - Providing a flexible working environment where formal and informal flexible work arrangements are available in all employees is vital to support the work we are doing towards gender equality. We have worked hard over the last four years to embed flexible work practices across the organisation. We have done this through various programs, initiatives and training including:

- Transforming The Way We Work to support the business through our move towards a more flexible workplace, we put in place a program called Transforming the Way We Work, a national initiative designed to support flexible working and exemplify world-class workplace thinking. A hub has been developed on our internal intranet which hosts the tools to support our employees through this transformation including guides outlining how to use the various technology and productivity tools.
- Technology we have provided employees with various hardware and software options and other productivity tools to support our new environment, and enable employees to work where ever they need.
   Flexibility Policy in 2015 we introduced a new Flexibility Policy which encourages employees and managers to be creative in the way they think about flexibility especially for roles that have not traditionally been thought of as flexible.
   Flexible Work Charter The charter supports the behavioural change as we transform the way we. We have run various training sessions

Our 2019 engagement survey results tell us that 75% of employees have some form of flexible work arrangement in place. This compares to 45% in 2015.







## Gender composition proportions in your workplace

#### Important notes:

- 1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
- Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
- 3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

## Based upon your workplace profile and reporting questionnaire responses:

#### Gender composition of workforce

1. the gender composition of your workforce overall is 41.2% females and 58.8% males.

#### **Promotions**

- 2. 48.0% of employees awarded promotions were women and 52.0% were men
  - i. 42.6% of all manager promotions were awarded to women
  - ii. 50.0% of all non-manager promotions were awarded to women.
- 3. 7.0% of your workforce was part-time and 5.1% of promotions were awarded to part-time employees.

## Resignations

- 4. 39.9% of employees who resigned were women and 60.1% were men
  - i. 24.0% of all managers who resigned were women
  - ii. 44.6% of all non-managers who resigned were women.
- 5. 7.0% of your workforce was part-time and 6.0% of resignations were part-time employees.

### Employees who ceased employment before returning to work from parental leave

- i. 0.0% of all women who utilised parental leave ceased employment before returning to work
- ii. 7.0% of all men who utilised parental leave ceased employment before returning to work
- iii. N/A managers who utilised parental leave and ceased employment before returning to work were women
- iv. 0.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

| List of employee organisations: |   |
|---------------------------------|---|
| CEO sign off confirmation       |   |
| Name of CEO or equivalent:      | Confirmation CEO has signed the report: |
| Susan Lloyd-Hurwitz             |   |