



Public report

2017-18

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 AUSTRALIA
	Organisation phone number	0290808256
Reporting structure	Ultimate parent	Mirvac Limited
	Number of employees covered by this report	1,475

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

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees			Total employees
			F	M		
CEO/Head of Business in Australia	-0	Full-time permanent	1	0		1
		Full-time contract	0	0		0
		Part-time permanent	0	0		0
		Part-time contract	0	0		0
Key management personnel	-1	Casual	0	0		0
		Full-time permanent	1	5		6
		Full-time contract	0	0		0
		Part-time permanent	1	0		1
		Part-time contract	0	0		0
		Casual	0	0		0
Other executives/General managers	-2	Full-time permanent	9	13		22
		Full-time contract	0	0		0
		Part-time permanent	2	0		2
		Part-time contract	0	0		0
		Casual	0	0		0
		Full-time permanent	1	1		2
		Full-time contract	0	0		0
		Part-time permanent	0	1		1
		Part-time contract	0	0		0
		Casual	0	0		0
Senior Managers	-3	Full-time permanent	5	13		18
		Full-time contract	0	0		0
		Part-time permanent	2	0		2
		Part-time contract	0	0		0
		Casual	0	0		0
		Full-time permanent	11	26		37
		Full-time contract	0	0		0
		Part-time permanent	2	1		3
		Part-time contract	0	0		0
		Casual	0	0		0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
Other managers	-4	Full-time permanent	0	2	2
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
	-2	Casual	0	0	0
		Full-time permanent	7	4	11
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
	-3	Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	25	31	56
		Full-time contract	3	1	4
	-4	Part-time permanent	8	2	10
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	44	85	129
-5	Full-time contract	1	1	2	
	Part-time permanent	7	0	7	
	Part-time contract	0	0	0	
	Casual	1	0	1	
-6	Full-time permanent	3	49	52	
	Full-time contract	1	1	2	
	Part-time permanent	1	1	2	
	Part-time contract	0	0	0	
-7	Casual	0	0	0	
	Full-time permanent	0	22	22	
	Full-time contract	0	1	1	
	Part-time permanent	0	0	0	
-8	Part-time contract	0	0	0	
	Casual	0	1	1	
	Full-time permanent	0	31	31	
	Full-time contract	0	2	2	
	Part-time permanent	0	0	0	
	Part-time contract	0	0	0	
	Casual	0	0	0	
	Full-time permanent	0	4	4	



Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			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			136	298	434

Workplace profile

Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	191	260	7	9	0	0	467
	Full-time contract	17	15	1	0	0	0	33
	Part-time permanent	31	1	0	0	0	0	32
	Part-time contract	5	2	0	0	0	0	7
	Casual	3	4	0	0	0	0	7
Technicians and trade	Full-time permanent	28	102	0	0	0	0	130
	Full-time contract	0	6	0	0	0	0	6
	Part-time permanent	6	0	0	0	0	0	6
	Part-time contract	0	1	0	0	0	0	1
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	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
Clerical and administrative	Full-time permanent	84	2	0	0	0	0	86
	Full-time contract	4	2	0	0	0	0	6
	Part-time permanent	22	0	0	0	0	0	22
	Part-time contract	3	0	0	0	0	0	3
	Casual	21	3	0	0	0	0	24
Sales	Full-time permanent	19	16	0	0	0	0	35
	Full-time contract	2	1	0	0	0	0	3
	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	20	4	0	0	0	0	24
Machinery operators and drivers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	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 occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Labourers	Full-time permanent	0	119	0	0	0	0	119
	Full-time contract	0	2	0	0	0	0	2
	Part-time permanent	3	0	0	0	0	0	3
	Part-time contract	0	0	0	0	0	0	0
Others	Casual	1	17	0	0	0	0	18
	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	1	0	0	0	0	1
Grand total: all non-managers	Part-time contract	0	1	0	0	0	0	1
	Casual	2	2	0	0	0	0	4
		463	561	8	9	0	0	1,041

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 2017 to 31 March 2018. (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

- 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

1.5 Talent identification/identification of high potentials

- 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

1.6 Succession planning

- 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

1.7 Training and development

- 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

1.8 Key performance indicators for managers relating to gender equality

- 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

1.9 Gender equality overall

- 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

1.10 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.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	19	41	48	64
Permanent/ongoing part-time employees	1	0	1	0
Fixed-term contract full-time employees	0	0	3	3
Fixed-term contract part-time employees	0	0	1	1
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)	55	125
Number of appointments made to NON-MANAGER roles (including promotions)	221	312

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

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	7	45	45	71
Permanent/ongoing part-time employees	3	0	6	0
Fixed-term contract full-time employees	1	1	6	10
Fixed-term contract part-time employees	0	0	1	1
Casual employees	0	0	4	7

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

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

Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.

If your organisation's governing body is the same as your parent entity's, you will need to add your organisation's name BUT the numerical details of your parent entity's governing body.

2.1a.1 Organisation name?

Mirvac Projects Pty Ltd

2.1b.1 How many Chairs on this governing body?

	Female	Male
Number	0	1

2.1c.1 How many other members are on this governing body (excluding the Chair/s)?

	Female	Male
Number	4	3

2.1d.1 Has a target been set to increase the representation of women on this governing body?

- Yes
 No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Do not have control over governing body/board appointments (provide details why):
 - Not a priority
 - Other (provide details):

2.1e.1 What is the percentage (%) target?

50

2.1f.1 What year is the target to be reached?

2018

2.1g.1 Are you reporting on any other organisations in this report?

- Yes
 No

2.2 Do you have a formal selection policy and/or formal selection strategy for governing body members for ALL organisations covered in this report?

- Yes (select all applicable answers)
- Policy
 - Strategy
- No (you may specify why no formal selection policy or formal selection strategy is in place)
- In place for some governing bodies
 - Currently under development, please enter date this is due to be completed
 - Insufficient resources/expertise
 - Do not have control over governing body appointments (provide details why)
 - Not a priority

Other (provide details):

2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an “incorporated” entity - Pty Ltd, Ltd or Inc; or an “unincorporated” entity)?

- Yes
 No

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

Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women’s economic security and progressing gender equality.

3. Do you have a formal policy and/or formal strategy on remuneration generally?

- 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
 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)?

- To achieve gender pay equity
 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)
 To be transparent about pay scales and/or salary bands
 To ensure managers are held accountable for pay equity outcomes
 To implement and/or maintain a transparent and rigorous performance assessment process
 Other (provide details):

4. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. conducted a gender pay gap analysis)?

- Yes - 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):
- No (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
 - Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
 - Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
 - 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?

- Yes – indicate what actions were taken (select all applicable answers)
 - Created a pay equity strategy or action plan
 - Identified cause/s of the gaps
 - Reviewed remuneration decision-making processes
 - Analysed commencement salaries by gender to ensure there are no pay gaps
 - Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
 - Analysed performance pay to ensure there is no gender bias (including unconscious bias)
 - Trained people-managers in addressing gender bias (including unconscious bias)
 - Set targets to reduce any like-for-like gaps
 - Set targets to reduce any organisation-wide gaps
 - Reported pay equity metrics (including gender pay gaps) to the governing body
 - Reported pay equity metrics (including gender pay gaps) to the executive
 - Reported pay equity metrics (including gender pay gaps) to all employees
 - Reported pay equity metrics (including gender pay gaps) externally
 - Corrected like-for-like gaps
 - Conducted a gender-based job evaluation process
 - Implemented other changes (provide details):
- No (you may specify why no actions were taken resulting from your remuneration gap analysis)
 - No unexplainable or unjustifiable gaps identified
 - 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 are paid market rate
 - Unable to address cause/s of gaps (provide details why):
 - Not a priority
 - Other (provide details):

4.2 If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:

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.

5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.

Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, in addition to any government funded parental leave scheme for primary carers?

- Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):
 - 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 period of time over 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)
- No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate 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 period of time over 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)
- No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental 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 period of time over 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)
- No, not 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):

5.1 How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:

20

5a. If your organisation would like to provide additional information on your paid parental leave for primary carers e.g. eligibility period, where applicable the maximum number of weeks provided, and other arrangements you may have in place, please do so below.

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 new 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. Policy inclusions in addition to paid parental leave include: superannuation paid on periods of paid and unpaid leave up to 12 months, flexibility in how paid leave is taken i.e. it doesn't necessarily have to be taken in one block of time, leave can be taken up to 18 months after the birth or adoption of the child, the eligibility period for employees being able to access paid parental leave when they join Mirvac has been reduced to 6 months, we offer Special Paid Leave of 10 days in cases of pregnancy related illness or if the pregnancy ends other than by the birth of a living child, long service leave can be taken on a pro-rata basis on an employee's 10 year work anniversary regardless of whether they have taken unpaid parental leave.

5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY 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%

6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.

Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (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. If your organisation would like to provide additional information on your paid parental leave for SECONDARY CARERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.

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 new 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. Policy inclusions in addition to paid parental leave include: superannuation paid on periods of paid and unpaid leave up to 12 months, flexibility in how paid leave is taken i.e. it doesn't necessarily have to be taken in one block of time, leave can be taken up to 18 months after the birth or adoption of the child, the eligibility period for employees being able to access paid parental leave when they join Mirvac has been reduced to 6 months, we offer Special Paid Leave of 10 days in cases of pregnancy related illness or if the pregnancy ends other than by the birth of a living child, long service leave can be taken on a pro-rata basis on an employee's 10 year work anniversary regardless of whether they have taken unpaid parental 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%

7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	19	1	0	20

7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	38	4	0	22

- 8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**
- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
 - 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	1	0

- 8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**
- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
 - 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	1	1

9. Do you have a formal policy and/or formal strategy on flexible working arrangements?

- 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
 - Don't offer flexible arrangements
 - Not a priority
 - Other (provide details):

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

- A business case for flexibility has been established and endorsed at the leadership level
- Leaders are visible role models of flexible working
- Flexible working is promoted throughout the organisation
- 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 key management personnel
- Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

10. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

- 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
 - Included in award/industrial or workplace agreement
 - Not a priority
 - Other (provide details):

11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?

- Yes
- No (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".

- Employer subsidised childcare
 - Available at some worksites only
 - Available at all worksites
- On-site childcare
 - Available at some worksites only
 - Available at all worksites
- Breastfeeding facilities
 - Available at some worksites only
 - 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
- 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 some worksites only

- 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?

- 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
 - 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
 - Provision of financial support (e.g. advance bonus payment or advanced pay)
 - Offer change of office location
 - 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

- **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.**

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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
- Not a priority
- Other (provide details):

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. We have been working on all the criteria for the last 18 months. Examples of some of the work involved in the submission includes 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. We will hold this accreditation for three years and during that time will continue to embed the White Ribbon ethos across the business

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 you consulted with employees on issues concerning gender equality in your workplace?

- Yes
- 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?

- Survey
- Consultative committee or group
- Focus groups
- Exit interviews
- Performance discussions
- Other (provide details):

15.2 Who did you consult?

- All staff
- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)
- Diversity committee or equivalent
- Women and men who have resigned while on parental leave
- Other (provide details):

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?

- 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
 - Included in award/industrial or workplace agreement
 - Not a priority
 - Other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?

- Yes
 No (you may specify why a grievance process is not included)
 Currently under development, please enter date this is due to be completed
 Insufficient resources/expertise
 Not a priority
 Other (provide details):

17. Do you provide training for all managers on sex-based harassment and discrimination prevention?

- Yes - please indicate how often this training is provided:
 At induction
 At least annually
 Every one-to-two years
 Every three years or more
 Varies across business units
 Other (provide details):
 No (you may specify why this training is not provided)
 Currently under development, please enter date this is due to be completed
 Insufficient resources/expertise
 Not a priority
 Other (provide details):

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 we 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 of the last 6 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 second 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 new 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 12 months 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: Last year 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 will spend a few days shadowing an alternate role on site or in head office. This will enable 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. We have been working on all the criteria for the last 18 months. Examples of some of the work involved in the submission includes 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. In March 2018 we were announced as a White Ribbon Workplace. 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 for all employees is vital to support the work we are doing towards gender equality. We have worked hard over the last three 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 work. It aims to promote and foster flexibility in our roles and how we meet business needs. It provides the opportunity for everyone to work in a way that benefits them, and the business and distinguishes Mirvac as an employer of choice; **Training -** to embed the Flexible Work Charter, we invested in innovative training programs leveraging actors to play out typical scenarios where employees request flexible work arrangements to help educate managers on how to constructively engage in rich conversations to ensure individual and business needs are being achieved; **Participation in the Equilibrium Man Challenge –** In 2015- 2016 we partnered with the WGEA on the Equilibrium Man project to change the dialogue from flexibility is for women returning from maternity leave to flexibility is for everyone.; **Building Balance -** Adrian Corey, a Mirvac Construction Foreman participated in the Equilibrium Man Challenge and this opened up the debate around flexibility in Construction, leading to the establishment of Building Balance, an initiative to increase workplace flexibility and improve the balance between work and personal commitments. Our Construction team encourages males to talk and share about their leave and promote our paid parental leave policy; **My Simple Thing –** in 2016 we launched the "My Simple Thing" initiative, which asked construction employees to think of a simple change they can incorporate into their work lives to improve their work-life quality. Site-based teams are empowered to develop an action plan where team members support each other's personal goal, while ensuring project milestones are met. In late 2016 we rolled this initiative out across the rest of the business and we continue to promote it regularly. All Managers are encouraged to role model My Simple Thing. **Advocacy -** Mirvac continues to play a

strong advocacy role in promoting greater opportunity for women in property and construction through our memberships and participation with key bodies such as; Diversity Council of Australia (DCA); Property Council of Australia (PCA); National Association of Women in Construction (NAWIC), Chief Executive Women (CEW); WGEA Pay Equity Ambassador program, the Property Male Champions of Change initiative (PMCC), NSW Equal Employment Opportunity Practitioners Association (NEEOPA)

Gender composition proportions in your workplace

Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. 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. 40.1% of employees awarded promotions were women and 59.9% were men
 - i. 32.8% of all manager promotions were awarded to women
 - ii. 43.8% of all non-manager promotions were awarded to women.
3. 7.1% of your workforce was part-time and 2.2% of promotions were awarded to part-time employees.

Resignations

4. 35.1% of employees who resigned were women and 64.9% were men
 - i. 19.3% of all managers who resigned were women
 - ii. 41.1% of all non-managers who resigned were women.
5. 7.1% of your workforce was part-time and 5.3% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 3.5% of all women who utilised parental leave ceased employment before returning to work
- ii. 2.1% of all men who utilised parental leave ceased employment before returning to work
- iii. 100.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 50.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

Notification and access

List of employee organisations:

CEO sign off confirmation

Name of CEO or equivalent:

Susan Lloyd-Hurwitz

Confirmation CEO has signed the report:

CEO signature:

Sue Lloyd-Hurwitz

Date:

31/5/18.

