



2015-16 public report form submitted by Mirvac Projects Pty Ltd to the Workplace Gender Equality Agency

Organisation and contact details

| Organisation | Legal name | Mirvac Projects Pty Ltd |
|--------------|---------------------------|-----------------------------------------|
| registration | ABN | 72001069245 |
| | ANZSIC | 3299 Other Construction Services n.e.c. |
| Organisation | Trading name/s | Mirvac Group |
| details | ASX code (if | MGR |
| | relevant) | |
| | Postal address | Level 26, 60 Margaret Street |
| | | Sydney NSW 2000 AUSTRALIA |
| | Organication | 90808000 |
| | Organisation phone number | 9000000 |
| Reporting | Ultimate parent | Mirvac Limited |
| structure | Number of | 1,430 |
| Structure | employees covered | 1,430 |
| | in this report | |
| | submission | |
| | Other | Mirvac Limited |
| | organisations | Mirvac Real Estate Pty Ltd |
| | reported on in this | Mirvac Constructions Pty Ltd |
| | report . | 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 |





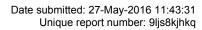
Workplace profile Manager

| Managan accumptional actorics | Deposition level to CEO | Fundament status | | No. of | employees | | | |
|-----------------------------------|-------------------------|----------------------------|---|---------------------------------------------|-----------------|--|--|--|
| Manager occupational categories | Reporting level to CEO | Employment status | F | М | 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 | 2 | 4 | 6 | | | |
| Key management personnel | | Full-time contract | 0 | 0 | 0 | | | |
| | -1 | Part-time permanent | 0 | 0 | 0 | | | |
| | | Part-time contract | 0 | 0 | 0 | | | |
| | | Casual | 0 | 0 | 0 | | | |
| | | Full-time permanent | 1 | 3 | 4 | | | |
| | | Full-time contract | 0 | 0 | 0 | | | |
| | -2 | -2 Part-time permanent 0 0 | | | | | | |
| | | | | 0 | 0 | | | |
| | | Casual | 0 | 0 | 0 | | | |
| | -2 | Full-time permanent | 6 | 13 | 19 | | | |
| | | Full-time contract | 0 | 0 | 0 | | | |
| | | Part-time permanent | 0 | 0 | 0 | | | |
| | | Part-time contract | 0 | 6 13 19 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 | | | | |
| 011 11 10 1 | | 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 | 2 | 6 | 8 | | | |
| | | Full-time contract | 0 | 0 | 0 | | | |
| | -2 | Part-time permanent | 2 | 0 | 2 | | | |
| | | Part-time contract | 0 | 0 | 0 | | | |
| Senior Managers | | Casual | 0 | 0 | 0 | | | |
| | | Full-time permanent | 5 | 24 | 29 | | | |
| | | Full-time contract | 0 | 0 | 0 | | | |
| | -3 | Part-time permanent | 1 | 0 | 1 | | | |
| | | Part-time contract | 0 | 0 | 0 | | | |
| | | Casual | 0 | 0 | 0 | | | |





| Managar accomplished askeronias | Deporting level to CEO | Frankrije opt statije | | No. of employees | |
|---------------------------------|------------------------|-----------------------|----|------------------|-----------------|
| Manager occupational categories | Reporting level to CEO | Employment status | F | М | Total employees |
| | | Full-time permanent | 6 | 15 | 21 |
| | | | 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 |
| | -5 | Full-time permanent | | | 0 |
| | | Part-time contract | 0 | 0 | 0 |
| | | Casual | 0 | 0 | 0 |
| | | Full-time permanent | 0 | 1 | 1 |
| | | Full-time contract | 0 | 0 | 0 |
| | -2 | | 1 | 0 | 1 |
| | | | 0 | 0 | 0 |
| | | Casual | 0 | 0 | 0 |
| | | Full-time permanent | 28 | 35 | 63 |
| | | | 0 | 0 | 0 |
| | -3 | | 5 | 0 | 5 |
| | | 0 | 0 | | |
| | | Casual | 0 | 0 | 0 |
| | | Full-time permanent | 20 | 72 | 92 |
| | | | 1 | 2 | 3 |
| | -4 | Part-time permanent | 3 | 0 | 3 |
| | | 0 | 0 | 0 | |
| Other | | | 0 | 0 | 0 |
| Other managers | | Full-time permanent | 16 | 68 | 84 |
| | | | 0 | 1 | 1 |
| | -5 | Part-time permanent | 2 | 0 | 2 |
| | | Part-time contract | 0 | 0 | 0 |
| | | Casual | 0 | | 0 |
| | | | 10 | 32 | 42 |
| | | | 0 | 0 | 0 |
| | -6 | Part-time permanent | 0 | 0 | 0 |
| | | Part-time contract | 0 | 0 | 0 |
| | | | 0 | | |
| | | Full-time permanent | 0 | 24 | 24 |
| | | Full-time contract | 0 | 0 | 0 |
| | -7 | | 0 | 0 | 0 |
| | | Part-time contract | 0 | 0 | 0 |
| | | Casual | 0 | 0 | 0 |







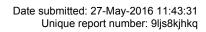
| Managar aggunational agtagarias | Reporting level to CEO Employment status No. of employees | | | | |
|---------------------------------|-----------------------------------------------------------|-------------------|---|---|-----------------|
| Manager occupational categories | Reporting level to CEO | Employment status | F | М | Total employees |
| Grand total: all managers | | | | | 415 |





Non-manager

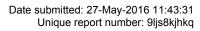
| Non-manager occupational | Employment | | cluding graduates and ntices) | No. of gr | aduates (if icable) | No. of ap | prentices (if icable) | Total |
|--------------------------------|---------------------|-----|-------------------------------|-----------|---------------------|-----------|-----------------------|-----------|
| categories | status | F | М | F | М | F | М | employees |
| Professionals | Full-time permanent | 176 | 255 | 0 | 0 | 0 | 0 | 431 |
| | Full-time contract | 18 | 14 | 0 | 0 | 0 | 0 | 32 |
| | Part-time permanent | 28 | 1 | 0 | 0 | 0 | 0 | 29 |
| | Part-time contract | 4 | 1 | 0 | 0 | 0 | 0 | 5 |
| | Casual | 6 | 2 | 0 | 0 | 0 | 0 | 8 |
| | Full-time permanent | 30 | 90 | 0 | 0 | 0 | 0 | 120 |
| | Full-time contract | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technicians and trade | Part-time permanent | 2 | 1 | 0 | 0 | 0 | 0 | 3 |
| | Part-time contract | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Casual | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Full-time permanent | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Full-time contract | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Full-time permanent | 103 | 7 | 0 | 0 | 0 | 0 | 110 |
| | Full-time contract | 12 | 0 | 0 | 0 | 0 | 0 | 12 |
| Clerical and administrative | Part-time permanent | 23 | 1 | 0 | 0 | 0 | 0 | 24 |
| | Part-time contract | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | Casual | 40 | 4 | 0 | 0 | 0 | 0 | 44 |
| | Full-time permanent | 18 | 17 | 0 | 0 | 0 | 0 | 35 |
| Sales | Full-time contract | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | Part-time permanent | 1 | 0 | 0 | 0 | 0 | 0 | 1 |







| Non-manager occupational | Employment status | | cluding graduates and ntices) | | aduates (if icable) | No. of apprentices (if applicable) | | Total employees |
|---------------------------------|----------------------|-----|----------------------------------|---|------------------------|------------------------------------|---|--------------------|
| categories | | F | M | F | М | F | М | employees |
| | Part-time contract | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Casual | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | 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 |
| | Full-time permanent | 1 | 132 | 0 | 0 | 0 | 0 | 133 |
| | Full-time contract | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Labourers | Part-time permanent | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | Part-time contract | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Casual | 1 | 11 | 0 | 0 | 0 | 0 | 12 |
| | Full-time permanent | 0 | 0 | 6 | 2 | 0 | 0 | 8 |
| | Full-time contract | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| 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 | 1 | 0 | 0 | 1 |
| Grand total: all non-managers | | 469 | 536 | 6 | 4 | 0 | 0 | 1,015 |



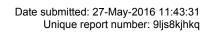




Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

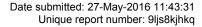
| 1 Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to: |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 Recruitment? ☐ Yes (you can select policy and/or strategy options) ☐ Standalone policy ☐ Policy is contained within another policy ☐ Standalone strategy ☐ Strategy is contained within another strategy ☐ No |
| No, currently under development No, insufficient human resources staff No, don't have expertise No, not a priority |
| 1.2 Retention? ☐ Yes (you can select policy and/or strategy options) ☐ Standalone policy ☐ Policy is contained within another policy ☐ Standalone strategy ☐ Strategy is contained within another strategy |
| No No, currently under development No, insufficient human resources staff No, don't have expertise No, not a priority |
| 1.3 Performance management processes? ☐ Yes (you can select policy and/or strategy options) ☐ Standalone policy ☐ Policy is contained within another policy ☐ Standalone strategy ☐ Strategy is contained within another strategy |
| No No, currently under development No, insufficient human resources staff No, don't have expertise No, not a priority |
| 1.4 Promotions? ☐ Yes (you can select policy and/or strategy options) ☐ Standalone policy ☐ Policy is contained within another policy ☐ Standalone strategy ☐ Strategy is contained within another strategy |
| No No, currently under development No, insufficient human resources staff No, don't have expertise No, not a priority |
| 1.5 Talent identification/identification of high potentials? ☑ Yes (you can select policy and/or strategy options) |







| ☐ Standalone policy ☐ Policy is contained within another policy ☐ Standalone strategy |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ☐ Strategy is contained within another strategy ☐ No |
| No, currently under development No, insufficient human resources staff No, don't have expertise No, not a priority |
| 1.6 Succession planning? ☐ Yes (you can select policy and/or strategy options) ☐ Standalone policy ☐ Policy is contained within another policy ☐ Standalone strategy ☐ Strategy is contained within another strategy |
| No No, currently under development No, insufficient human resources staff No, don't have expertise No, not a priority |
| 1.7 Training and development? ☐ Yes (you can select policy and/or strategy options) ☐ Standalone policy ☐ Policy is contained within another policy ☐ Standalone strategy ☐ Strategy is contained within another strategy |
| No No, currently under development No, insufficient human resources staff No, don't have expertise No, not a priority |
| 1.8 Resignations? ☐ Yes (you can select policy and/or strategy options) ☐ Standalone policy ☐ Policy is contained within another policy ☐ Standalone strategy ☐ Strategy is contained within another strategy |
| |
| 1.9 Key performance indicators for managers relating to gender equality? ☐ Yes (you can select policy and/or strategy options) ☐ Standalone policy ☐ Policy is contained within another policy ☐ Standalone strategy ☐ Strategy is contained within another strategy |
| □ No □ No, currently under development □ No, insufficient human resources staff □ No, don't have expertise □ No, not a priority |
| 1.10 Gender equality overall?✓ Yes (you can select policy and/or strategy options) |







| ☐ Policy is contained within another policy |
|-------------------------------------------------|
| Standalone strategy ■ |
| ☐ Strategy is contained within another strategy |
| No |
| No, currently under development |
| No, insufficient human resources staff |
| No, don't have expertise |
| No, not a priority |

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

Flexibility Policy and charter – encouraging all employees to uptake flexibility. Have flexibility charter that documents behaviours such as not judging when people come and go, outputs focused.

Equal Employment Opportunity and Anti-discrimination Policy.

Parental leave policy – allows both males and females to take up 16-weeks primary carer leave and 2-weeks secondary carer leave.

1.12 In the table below, please provide the NUMBER of new appointments made during the reporting period (by gender and manager/non-manager categories). This should include appointments from both external and internal sources such that if an existing employee is appointed to another role within the organisation (promotion or not), they would need to be included.

All appointments need to be included regardless of how they were made, for example through recruitment exercises, cold canvassing, previously-submitted resumes.

| | Manag | jers | Non-man | nagers | |
|-----------------------------|--------|------|---------|--------|--|
| | Female | Male | Female | Male | |
| NUMBER of appointments made | 47 | 87 | 148 | 200 | |

1.13 In the table below, please provide the NUMBER of employees who were awarded promotions during the reporting period (by gender, employment status and manager/non-manager categories).

('Promotion' means where a person has advanced or been raised to a higher office or rank on an ongoing basis. Temporary higher duties are not considered a promotion. This does not typically include movement within a salary band unless it involves a move to higher office or rank.)

No cell should be left blank, please enter '0' (zero) where there is no data.

| | Manag | jers | Non-man | nagers | |
|-----------------------------------------|--------|------|---------|--------|--|
| | Female | Male | Female | Male | |
| Permanent/ongoing full-time employees | 14 | 27 | 19 | 32 | |
| Permanent/ongoing part-time employees | 0 | 0 | 3 | 0 | |
| Fixed-term contract full-time employees | 0 | 0 | 0 | 0 | |
| Fixed-term contract part-time employees | 0 | 0 | 0 | 0 | |
| Casual employees | 0 | 0 | 0 | 0 | |

1.14 In the table below, please provide the NUMBER of employees who have resigned during the reporting period (by gender, employment status, and manager/non-manager categories).





('Resigned' refers to employees who have given up their employment voluntarily, not those who are subject to employer-initiated terminations or redundancies.)

No cell should be left blank, please enter '0' (zero) where there is no data.

| The delicated be felt blank, predee enter e (2010) | , who is the data. | | | | | |
|----------------------------------------------------|--------------------|------|---------|--------|--|--|
| | Manag | jers | Non-mar | nagers | | |
| | Female | Male | Female | Male | | |
| Permanent/ongoing full-time employees | 4 | 19 | 32 | 59 | | |
| Permanent/ongoing part-time employees | 0 | 0 | 9 | 0 | | |
| Fixed-term contract full-time employees | 1 | 0 | 4 | 2 | | |
| Fixed-term contract part-time employees | 0 | 0 | 0 | 0 | | |
| Casual employees | 0 | 0 | 13 | 5 | | |

1.15 Should you wish to provide additional information on any of your responses under gender equality indicator 1, please do so below:

Gender equality indicator 2: Gender composition of governing bodies

- Your organisation, or organisations you are reporting on, will have a governing body/board as defined in the Workplace Gender Equality Act 2012 (Act). (In the Act, a governing body is defined as "the board of directors, trustees, committee of management, council or other governing authority of the employer".) For the purposes of reporting under the Act, this question relates to the ultimate or 'highest' governing body for your organisation. NB: if your governing body/board is located overseas, it still needs to be included.
- o For private or publicly listed companies, you will have one or more directors or a board of directors.
- o For trusts, the trustee is the governing body/board.
- o For partnerships, the governing body/board is likely to comprise all or some (if elected) partners.
- o For organisations whose governing body/board is the same as their parent entity's governing body/board, it is still deemed to have a governing body/board.
- o For religious structures, you may have a canonical advisor, bishop or archbishop.
- o For other structures that do not fall into any of the above categories, your committee of management would be considered your governing body/board.
- 2.1 Please complete the table below, ensuring data entered is based on the instructions in each column header. For each organisation, enter the number of women and men on that governing body/board (not percentage). If a target has been set to increase the representation of women on any of the governing bodies listed, please indicate the % target and the year it is to be reached.

If your organisation's governing body/board is the same as your parent entity's governing body/board, you will need to enter your organisation's name but the details of your parent entity's governing body/board in the table below.





| | Organisation | NUME chairpe (N | er and BER of erson/s OT ntage) | Gender and NUMBER of other governing body/board members (NOT percentage) | | % target for representation of women on each governing body/board | Year to be reached |
|----|-----------------|-----------------------|---------------------------------------------|--------------------------------------------------------------------------|---|---------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| | name | F (Chair) | M (Chair) | F | M | (enter 0 if no target has been set, or enter a % between 1- 100) | (in YYYY format; if no target has been set, leave blank) |
| 01 | Mirvac Group | 0 | 1 | 4 | 3 | 50 | 2018 |
| 02 | | | | | | | |
| 03 | | | | | | | |
| 04 | | | | | | | |
| 05 | | | | | | | |
| 06 | | | | | | | |
| 07 | | | | | | | |
| 08 | | | | | | | |
| 09 | | | | | | | |
| 10 | | | | | | | |
| 11 | | | | | | | |
| 12 | | | | | | | |
| 13 | | | | | | | |
| 14 | | | | | | | |
| 15 | | | | | | | |
| 16 | | | | | | | |
| 17 | | | | | | | |
| 18 | | | | | | | |
| 19 | | | | | | | |
| 20 | | | | | | | |
| 21 | | | | | | | |
| 23 | | | | | | | |
| 23 | | | | | | | |

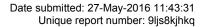




| | Gender and NUMBER of chairperson/s (NOT percentage) | | Gender and NUMBER of other governing body/board members (NOT percentage) | | % target for representation of women on each governing body/board | Year to be reached | |
|----|-----------------------------------------------------|--------------|--------------------------------------------------------------------------|---|-------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| | name | F (Chair) | M (Chair) | F | M | (enter 0 if no target has been set, or enter a % between 1- 100) | (in YYYY format; if no target has been set, leave blank) |
| 24 | | | | | | | |
| 25 | | | | | | | |
| 26 | | | | | | | |
| 27 | | | | | | | |
| 28 | | | | | | | |
| 29 | | | | | | | |
| 30 | | | | | | | |

| 2.2 If a target relating to the representation of women has not been set for any of the governing bodies listed above, you may specify why below: Governing body/board has gender balance (e.g. 40% women/40% men/20% either) Currently under development Insufficient human resources staff Don't have expertise Do not have control over governing body/board appointments (provide details why): | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| ☐ Not a priority☐ Other (provide details): | |
| 2.3 Do you have a formal selection policy and/or formal selection strategy for governin body/board members for ALL organisations covered in this report? ☐ Yes (you can select policy and/or strategy options) ☐ Standalone policy ☐ Policy is contained within another policy ☐ Standalone strategy ☐ Strategy is contained within another strategy ☐ No ☐ No, in place for some governing bodies/boards ☐ No, currently under development ☐ No, insufficient human resources staff ☐ No, do not have control over governing body/board appointments (provide details why): | |
| No, don't have expertiseNo, not a priorityNo, other (provide details): | |

2.4 Partnership structures only: (only answer this question if your organisation operates under a partnership structure, ie is NOT an incorporated entity (ie Pty Ltd, Ltd or Inc), or an unincorporated entity).







Please enter the total number of female and male equity partners (excluding the managing partner) in the following table against the relevant WGEA standardised manager definitions. Non-equity (salaried) partners need to be included in your workplace profile.

Details of your managing partner should be included separately in the CEO row of your workplace profile.

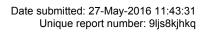
NB: Please ensure that the composition of your governing body/board (which may include all or some of your equity partners below) is also entered in question 2.1.

| of some of your equity partiters below, is also effect | ioa iii qabb | | | |
|-------------------------------------------------------------------------------------------|--------------------------|--------------------------|------------------------|------------------------|
| | Full- time females | Part- time females | Full- time males | Part- time males |
| Equity partners who ARE key management personnel (KMPs) (excluding your managing partner) | | | | |
| Equity partners who are "Other executives/General managers" | | | | |
| Equity partners who are "Senior managers" | | | | |
| Equity partners who are "Other managers" | | | | |

2.5 Should you wish to provide additional information on any of your responses under gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

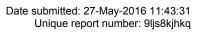
| 3 ⊠ Ye | Do you have a formal policy and/or formal strategy on remuneration generally? s (you can select policy and/or strategy options) |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Standalone policy Standalone po |
| | Policy is contained within another policy |
| | Standalone strategy ■ Control of the c |
| | Strategy is contained within another strategy |
| ☐ No | |
| □ No | , currently under development |
| □ No | , insufficient human resources staff |
| □ No | , included in workplace agreement |
| □ No | , don't have expertise |
| □ No | , salaries set by awards or industrial agreements |
| ☐ No | , non-award employees paid market rate |
| ☐ No | , not a priority |
| □ No | , other (provide details): |
| | |
| 3.1 | Are specific gender pay equity objectives included in your formal policy and/or formal |
| <u>str</u> ate@ | |
| | s (provide details in questions 3.2 and/or 3.3 below) |
| ☐ No | |
| | , currently under development |
| _ | , insufficient human resources staff |
| | , don't have expertise |
| | , salaries set by awards or industrial agreements |
| | , non-award employees are paid market rate |
| ∐ No | , not a priority |
| ∣No | other (provide details): |







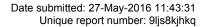
| 3.2 You have answered yes to question 3.1. Please indicate whether your formal policy or formal strategy includes the following gender pay equity objectives (more than one option can be selected): |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ☒ 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 (Please provide details in question 3.3 below) |
| 3.3 Provide details of other gender pay equity objectives that are included in your formal policy or formal strategy including timeframes for achieving these objectives: |
| Has a gender remuneration gap analysis been undertaken? (This is a payroll analysis to determine whether there are any gaps between what women and men are paid.) Yes. When was the most recent gender remuneration gap analysis 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 No, currently under development No, insufficient human resources staff No, don't have expertise No, 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) No, 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) No, non-award employees are paid market rate No, not a priority No, other (provide details): |
| 4.01 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below: Mirvac conducts gender pay gap on an organisation-wide, by-level and like-for-like basis. Mirvac's organisation-wide gap has decreased 9% over four years. We examine key decision points when pay adjustments may be made to identify any causes that Mirvac should focus on, in order to improve the gender pay gap – commencement salaries, promotions, out of cycle fixed pay increases, annual pay reviews and performance ratings. |
| 4.1 Were any actions taken as a result of your gender remuneration gap analysis? ☑ Yes - please indicate what actions were taken (more than one option can be selected): ☑ 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/board |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ☑ 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 No unexplainable or unjustifiable gaps identified No, currently under development No, insufficient human resources staff No, don't have expertise No, salaries set by awards or industrial agreements No, non-award employees are paid market rate No, unable to address cause/s of gaps (provide details why): |
| No, not a priorityNo, other (provide details): |
| 4.2 Should you wish to provide additional information on any of your responses under gender equality indicator 3, please do so below: |
| Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities |
| Do you provide employer funded paid parental leave for PRIMARY CARERS, 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 |
| |
| |
| 5.1 Please indicate the MINIMUM number of weeks of EMPLOYER FUNDED paid parental leave that is provided for primary carers. 16 |
| Optional: If you wish to provide additional details on the eligibility period/s and the maximum number of paid parental leave offered to primary carers, please do so below: |







5.1a What is the eligibility period for employees to access the MINIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MINIMUM amount - in months)?

12

5.1b If you offer different amounts of employer funded paid parental leave, what is the MAXIMUM number of weeks of employer funded paid parental leave that is provided for primary carers (in weeks)?

16

- 5.1c What is the eligibility period for employees to access the MAXIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MAXIMUM amount in months)?
- 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. For example, if ALL employees have access to employer funded paid parental leave for PRIMARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

You may enter a number that represents the actual percentage of employees, or round the number to the nearest 10th percentile, e.g. if 23.4% enter 20; if 45.7% enter 50).

| | Primary carer's leave |
|-------------|-----------------------|
| Percentage: | 91 |
| | es staff ficient |

- 6.1 Please indicate the number of weeks of employer funded paid parental leave that is provided for secondary carers.
- 6.3 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. For example, if ALL employees have access to employer funded paid parental leave for SECONDARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

Please enter a whole number that represents the percentage of employees to the nearest 10th percentile, (e.g. if 23.4% enter 20; if 45.7% enter 50).

| 10th percentile, (0.g. ii 20.170 ci | 101 20, 11 10:170 Ontol 00). |
|-------------------------------------|------------------------------|
| | Secondary carer's leave |
| Percentage: | 91 |

How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period (this is to include employees still on parental leave who commenced this leave in another reporting period)?





No cell should be left blank, please enter '0' (zero) where there is no data.

| | Primary care | r's leave | Secondary carer's leave | | |
|--------------|--------------|-----------|-------------------------|------|--|
| | Female Male | | Female | Male | |
| Managers | 16 | 0 | 0 | 4 | |
| Non-managers | 43 | 1 | 0 | 6 | |

8 Provide the NUMBER of employees who, during the reporting period, ceased employment during, or at the end of, parental leave (by gender and manager/non-manager categories).

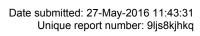
This includes employees on parental leave that had commenced in another reporting period. Include situations where the parental leave was taken continuously with any other leave type. For example, a person may have utilised paid/unpaid parental leave, annual leave or other unpaid leave during a single block of 'parental leave'.

'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

No cell should be left blank, please enter '0' (zero) where there is no data.

| | Female | Male |
|--------------|--------|------|
| Managers | 0 | 0 |
| Non-managers | 2 | 0 |

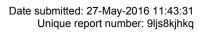
| 9 Do you have a formal policy and/or formal strategy on flexible working arrangements? ☑ Yes (you can select policy and/or strategy options) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Standalone policy |
| Policy is contained within another policy |
| ☐ Standalone strategy |
| Strategy is contained within another strategy |
| □ No |
| No, currently under development |
| No, insufficient human resources staff |
| No, included in workplace agreement |
| No, don't have expertise |
| No, don't offer flexible arrangements |
| No, not a priorityNo, other (provide details): |
| [] No, 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 |
| Elexible 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 |
| ☑ Initiation that the state working is provided throughout the organisation ☑ Employee training is provided throughout the organisation |
| ☐ Team-based 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 |
| |







| | ng body/board |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Do you have a formal policy and/or formal strategy to support employees with family g responsibilities? (you can select policy and/or strategy options) |
| | |
| | ☐ Standalone strategy |
| ☐ No | Strategy is contained within another strategy |
| | currently under development insufficient human resources staff |
| ☐ No, | included in workplace agreement |
| | don't have expertise not a priority |
| | other (provide details): |
| services | Do you have any non-leave based measures to support employees with family or esponsibilities (e.g. employer-subsidised childcare, breastfeeding facilities, referral s)? |
| ∐ No □ No | currently under development |
| ☐ No, i | insufficient human resources staff |
| | don't have expertise not a priority |
| | other (provide details): |
| 11.1 (where worksite | Please indicate what measures are in place and if they are available at all worksites only one worksite exists, for example a head-office, please select "Available at all |
| | oloyer subsidised childcare |
| | ☐ Available at some worksites only☐ Available at all worksites |
| On-s | site childcare Available at some worksites only |
| | Available at all worksites |
| Brea | astfeeding facilities Available at some worksites only |
| _ | Available at all worksites |
| Child | dcare referral services Available at some worksites only |
| _ | Available at all worksites |
| Inter | nal support networks for parents Available at some worksites only |
| | Available at some worksites only Available at all worksites |
| | urn to work bonus (only select this option if the return to work bonus is NOT the |
| Dalailice | e of paid parental leave when an employee returns from leave). Available at some worksites only |
| ⊠ Infor | Available at all worksites |
| | mation packs to support new parents and/or those with elder care responsibilities Available at some worksites only |
| □ Dofo | Available at all worksites |
| □ Keie | erral services to support employees with family and/or caring responsibilities Available at some worksites only |
| | Available at all worksites |
| | leted communication mechanisms, for example intranet/ forums |







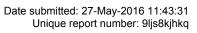
| Available at some worksites only |
|---------------------------------------------------------------------------------------------------|
| |
| Support in securing school holiday care |
| Available at some worksites only |
| ☐ Available at all worksites |
| Coaching for employees on returning to work 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 |
| 11.2 Please provide details of any other non-leave based measures that are in place and |
| whether they are available at all worksites. |
| A strong culture shift in transforming the way people work through a focus on mainstreaming |
| flexibility throughout the organisation, supported by our flexibility charter and provision of |
| training to managers on how to manage a flexible workforce. Use of innovative methods such |
| as Equilibrium Man to shift the dialogue and encourage the support of men to take up |
| flexibility. Targeted focus and driven by Construction leadership team to improve flexibility and |
| worklife balance in the Construction team. |
| working balance in the construction team. |
| Do you have a formal policy and/or formal strategy to support employees who are |
| experiencing family or domestic violence? |
| |
| Standalone policy |
| ☐ Policy is contained within another policy |
| Standalone strategy |
| ☐ Strategy is contained within another strategy |
| |
| No, currently under development |
| No, insufficient human resources staff |
| ☐ No, included in workplace agreement |
| ☐ No, not aware of the need |
| ☐ No, don't have expertise |
| □ No, not a priority |
| No, other (please provide details): |
| |
| |
| Other than a policy and/or strategy, do you have any measures to support employees |
| who are experiencing family or domestic violence? |
| Yes - please indicate the type of measures in place (more than one option can be |
| selected): |
| Employee assistance program (including access to a psychologist, chaplain or |
| counsellor) |
| |
| ☐ 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 ☐ Provide 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): | | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------|------------------|----------|-------------|----------|-------------|-------------|--|--|
| No No, currently under development No, insufficient human resources staff No, not aware of the need No, don't have expertise No, not a priority No, other (provide details): 14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box | | | | | | | | | | |
| indicates that a particular employment term, condition or practice is not in place): | | | | | | | | | | |
| | Managers Female Male | | Non-ma Female | | | ale | | | | |
| | Formal | Informal | Formal | Informal | Formal | Informal | Formal | Informal | | |
| Flexible hours of work | | | \boxtimes | | | | \boxtimes | \boxtimes | | |
| Compressed working weeks | | | \boxtimes | | | | | \boxtimes | | |
| Time-in-lieu | | | | | \boxtimes | | \boxtimes | | | |
| Telecommuting | | | | | | | \boxtimes | | | |
| Part-time work | | | \boxtimes | | | | \boxtimes | | | |
| Job sharing | | | \boxtimes | | \boxtimes | | | | | |
| Carer's leave | | | \boxtimes | | \boxtimes | | \boxtimes | | | |
| Purchased leave | | | \boxtimes | | \boxtimes | | | | | |
| Unpaid leave | | | | | | | | | | |
| 14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below: 14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below: Currently under development Insufficient human resources staff Don't have expertise Not a priority Other (provide details): | | | | | | | | | | |

14.3 Should you wish to provide additional information on any of your responses under gender equality indicator 4, please do so below:

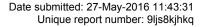






Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

| 15 H workplace ⊠ Yes □ No | Have you consulted with employees on issues concerning gender equality in your e? |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| = | ot needed (provide details why): |
| ☐ No, do | sufficient human resources staff on't have expertise ot a priority ther (provide details): |
| workplace Surve Consu Focus Exit in Perfor | ultative committee or group |
| All sta Wome Men of Huma Manae Emplo Divers Wome | en only |
| | Should you wish to provide additional information on any of your responses under quality indicator 5, please do so below: |
| Gender e | equality indicator 6: Sex-based harassment and discrimination |
| discrimina | Do you have a formal policy and/ or formal strategy on sex-based harassment and ation prevention? you can select policy and/or strategy options) Standalone policy Policy is contained within another policy Standalone strategy Strategy is contained within another strategy |
| ☐ No, cu ☐ No, in | urrently under development sufficient human resources staff scluded in workplace agreement |







| No, don't have expertiseNo, not a priorityNo, other (provide details): | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy and/or strategy? ☐ Yes ☐ No ☐ No, currently under development ☐ No, insufficient human resources staff ☐ No, don't have expertise ☐ No, not a priority ☐ No, other (provide details): | |
| Does your workplace provide training for all managers on sex-based harassment and discrimination prevention? ☐ Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected): ☐ At induction ☐ At least annually ☐ Every one-to-two years ☐ Every three years or more ☐ Varies across business units ☐ Other (provide details): | |
| No No, currently under development No, insufficient human resources staff No, don't have expertise No, not a priority No, other (provide details): | |
| 17.1 Should you wish to provide additional information on any of your responses under gender equality indicator 6, please do so below: | |

Other

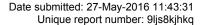
Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will 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.

Initiatives that have helped us change the culture, behaviours and discussions around gender equality include:

- Demonstrated strong commitment and leadership from the top empowering passionate employees to champion initiatives that support the strategy.

CEO & Director, Susan Lloyd-Hurwitz is a strong and active advocate for diversity and inclusion, demonstrated by a 43 per cent female representation in the Executive Leadership Team and fostering a culture where all members feel comfortable in voicing their opinions and ideas to introduce different ways of thinking. Ms Lloyd-Hurwitz is also a







champion of flexibility for both men and women and works heard to lead by example. She delivers a clear message around the importance of the quality of work produced, rather than the amount of hours spent working. She is very visible when leaving the office to demonstrate to employees that it is reasonable to work flexibly, and arrive and leave outside traditional hours.

Our Chairman, John Mulcahy is an active member of the Property Male Champions of Change.

- Clear Diversity & Diversity & amp; Inclusion Strategy focused on four key areas:
- 1. Diversity of Thought
- 2. Inclusive culture
- Flexibility
- Gender Balance

The D&I Council meets every quarter to co-ordinate diversity and inclusion activities and reports to the Board Human Resources Committee regarding initiatives and progress.

- Empowering flexibility for all employees to transform the way they work and achieve smarter ways of working. Significant investment in deployment of new technologies such as laptops and headsets for mobility, improved AV equipment and meeting room technology and reduced dependency on paper and storage requirements. Partnership with WGEA, Telstra and Corrs on the Equilibrium Man project has seen changes in the dialogue from flexibility being for working mums to flexibility is for everyone. Strong commitment and investment by the Construction business to increase workplace flexibility.
- Supportive environment for employees with families and caring responsibilities, including formal and informal flexible arrangements; 16-weeks paid parental leave for primary carer and 2-weeks paid parental leave for secondary carers; a keeping in touch program to support employees transition to and from parental leave.
- Support to improve the number of women in senior leadership positions through mentoring programs, targeted development in line with talent and succession planning processes which includes measuring the strength of diversity pipelines.
- 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; 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 and the Property Male Champions of Change initiative (PMCC).





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.
- 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 41.0% females and 59.0% males.

Promotions

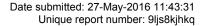
- 2. 37.9% of employees awarded promotions were women and 62.1% were men
 - i. 34.1% of all manager promotions were awarded to women
 - ii. 40.7% of all non-manager promotions were awarded to women.
- 3. 5.5% of your workforce was part-time and 3.2% of promotions were awarded to part-time employees.

Resignations

- 4. 42.6% of employees who resigned were women and 57.4% were men
 - 20.8% of all managers who resigned were women
 - ii. 46.8% of all non-managers who resigned were women.
- 5. 5.5% of your workforce was part-time and 6.1% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- 3.4% of all women who utilised parental leave and ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave and ceased employment before returning to work
- iii. 0.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 4.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.



Date: 27 .5 . 16





Notification and access

CEO sign off confirmation

Se Ugd- Hurity

Name of CEO or equivalent Susan Lloyd-Hurwitz

Confirmation CEO has signed the report Yes

CEO Signature:

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