



### 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	5
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	X.	
Mirvac Constructions (Qld) Pty Ltd		
Mirvac Homes (NSW) Pty Ltd		



# Workplace profile

### Manager

				Š	No. of employees
Manager occupational categories	Reporting level to CEO	Employment status	F	Σ	Total employees
		Full-time permanent	1	0	
		Full-time contract	0	0	0
cilcator. A di coccio. G to beel 100 TO	Ç	Part-time permanent	0	0	0
CEU/Head of Business in Australia		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	1	2	9
		Full-time contract	0	0	0
landosan inamenen you	7	Part-time permanent	1	0	1
Ney Illanayenien personner		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	6	13	22
		Full-time contract	0	0	0
	-5	Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers		Full-time permanent	1	-	2
		Full-time contract	0	0	0
	ņ	Part-time permanent	0	-	
		Part-time contract	0	0	0
		Casual	0	0	. 0
		Full-time permanent	5	13	18
		Full-time contract	0	0	0
	2-	Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers		Full-time permanent	11	56	37
		Full-time contract	0	0	0
	دې	Part-time permanent	2	1	3
		Part-time contract	0	0	0
		20120	0	0	0



Manager occupational categories	Reporting level to CEO	- total and a second		No	No. of employees
		Chiproyment status	F	Σ	Total employees
		Full-time permanent	0	2	2
		Full-time contract	0	0	0
	4	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	7	4	11
		Full-time contract	0	0	0
	-5	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	25	31	56
		Full-time contract	3	1	4
	۳۶	Part-time permanent	8	2	10
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	44	85	129
		Full-time contract	1	-	2
	4	Part-time permanent	7	0	7
		Part-time contract	0	0	0
Other managers		Casual	1	0	Surveyora 1 and a
जाता महामुद्दा ह		Full-time permanent	3	49	52
		Full-time contract	1	-	2
	-S	Part-time permanent	1	-	2
		Part-time contract	0	0	0
		Casual	0	0	0
		Full-time permanent	0	22	22
		Full-time contract	0	1	Participation of the second
	φ	Part-time permanent	0	0	0
	_,	Part-time contract	0	0	0
		Casual	0	1	
		Full-time permanent	0	31	31
		Full-time contract	0	2	2
	<u>'</u> -	Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	- φ	Full-time permanent	0	4	4



				No. o	No. of employees
Manager occupational categories	Reporting level to CEO	Employment status	Ь	N	Total employees
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
One of table of management			136	298	434
Grand total: all managers					





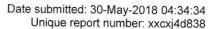
# Workplace profile

## Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)	graduates and apprentices)	No. of graduates (if applicable)	s (if applicable)	No. of apprentices	(if applicable)	
		F	Σ	L	Σ	1	V	Total employees
	Full-time permanent	191	260	7	6	c		7.27
	Full-time contract	17	15	-	0			10,
Professionals	Part-time permanent	31		0	0			33
	Part-time contract	5	2	0	0	0		7
	Casual	3	4	0	0	0		7
	Full-time permanent	28	102	0	0	c		120
	Full-time contract	0	9	0	0	c		000
Technicians and trade	Part-time permanent	9	0	0	0.0	0		0 4
	Part-time contract	0	-	0	C			
	Casual	0	0	0	0			-   -
	Full-time permanent	0	0	0	C			
	Full-time contract	0	0	0				
Community and personal service	Part-time permanent	0	0	0	0			
	Part-time contract	0	0	0	0	0 0		
10	Casual	0	0	С	C			
	Full-time permanent	84	2	0	c			
	Full-time contract	4	2	0				00
Clerical and administrative	Part-time permanent	22	C	c				0
	Part-time contract	3					0	22
	Casual	24				0	0	3
	Full-time permanent	-2	0	0	0	0	0	24
	Full-time contract	8 0	16	0	0	0	0	35
Sales	Dort time normania	7		0	0	0	0	3
	rait-time permanent		0	0	0	0	0	
	Part-time contract	0	0	0	0	0	0	0
	Casual	20	4	0	0	0	C	24
	Full-time permanent	0	0	0	0	0		c
	Full-time contract	0	0	0	0	0	0	
Machinery operators and drivers	Part-time permanent	0	0	0	0	0	0	
	Part-time contract	0	0	0	0	0		
	Casual	0	0	0	0	c		
				The same of the sa	Transaction of the last of the			



			The state of the s				200	
		No. of employees (excluding	ees (excluding graduates and apprentices)	No. of graduates (	(if applicable)	No. of apprentices	s (It applicable)	Total employees
Non-manager occupational categories   Employment status	Employment status	4	Σ	<u> </u>	N	4	W	
	Full time permanent		119	o	0	0	0	119
	rull-une permanent		2	C	c	0	0	2
	ruil-liffie collidad		1 0	c	C	0	0	3
Labourers	Part-une permanent			c		c	c	0
	Part-time contract						c	18
	Casual		1/					
	Full-time permanent	0		0	0	0	0	
	Full-time contract	C	0	0	0	0	0	0
200	Part-time permanent	C	-	0	0	0	0	1
Olivers	Dart-time contract	C		0	0	0	0	
	Caerral	2	2	0	0	0	0	4
Grand total: all non-managers	Casada	463	561	8	6	0	0	1,041







#### Reporting questionnaire

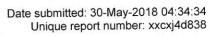
#### Gender equality indicator 1: Gender composition of workforce

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.
- Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?

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







.4	Promotions
, v	<ul> <li>✓ Yes (select all applicable answers)</li> <li>✓ Policy</li> <li>✓ Strategy</li> </ul>
	□ 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
	<ul> <li>Strategy</li> <li>No (you may specify why no formal policy or formal strategy is in place)</li> <li>Currently under development, please enter date this is due to be completed</li> <li>Insufficient resources/expertise</li> <li>Not a priority</li> </ul>
1.6	Succession planning
	<ul> <li>✓ Yes (select all applicable answers)</li> <li>☐ Policy</li> <li>✓ Strategy</li> </ul>
	☐ 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
	<ul> <li>✓ Strategy</li> <li>☐ No (you may specify why no formal policy or formal strategy is in place)</li> <li>☐ Currently under development, please enter date this is due to be completed</li> <li>☐ Insufficient resources/expertise</li> <li>☐ Not a priority</li> </ul>
1.8	Key performance indicators for managers relating to gender equality
	<ul> <li>Yes (select all applicable answers)</li> <li>□ Policy</li> <li>☑ Strategy</li> </ul>
	☐ 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
	<ul> <li>Strategy</li> <li>No (you may specify why no formal policy or formal strategy is in place)</li> <li>□ Currently under development, please enter date this is due to be completed</li> <li>□ Insufficient resources/expertise</li> <li>□ Not a priority</li> </ul>





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

	Mana	gers	Non-ma	nagers
	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/nonmanagers)?

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?

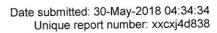
	Mana	gers	Non-ma	nagers
	Female	Male	Female	Male
Permanent/ongoing full-time employees	7	45	45	71
Permanent/ongoing part-time employees	3 .	0	6	0
Fixed-term contract full-time employees	1	1	6	10
Fixed-term contract part-time employees	0	0	1	1
Casual employees	0	0	4	7

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.







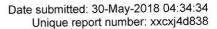
2.1	Please answer the following questions relating to each governing body covered in this report.										
	Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.										
	If your organisation's governing body is the	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	Will Add to the same of									
2.1b.1	1 How many Chairs on this governing body?										
		Female	Male								
	Number 0		1								
2.1c.1	1 How many other members are on this gove	rning body (excluding the Chair	is)?								
		Female	Male								
	Number 4		3								
	<ul> <li>Yes</li> <li>No (you may specify why a target has not been set)</li> <li>☐ Governing body/board has gender balance (e.g. 40% women/40% men/20% either)</li> <li>☐ Currently under development, please enter date this is due to be completed</li> <li>☐ Insufficient resources/expertise</li> <li>☐ Do not have control over governing body/board appointments (provide details why):</li> <li>☐ Not a priority</li> <li>☐ Other (provide details):</li> </ul>										
2.1e.1	.1 What is the percentage (%) target?										
	50										
2.1f.1	.1 What year is the target to be reached?										
	2018										
2.1g.1	g.1 Are you reporting on any other organisation	ons in this report?									
	☐ Yes ☑ No										
2.2	Do you have a formal selection policy and for ALL organisations covered in this repo	or formal selection strategy for	governing body members								
	<ul> <li>✓ Yes (select all applicable answers)</li> <li>✓ Policy</li> <li>✓ Strategy</li> <li>☐ No (you may specify why no formal selecting in place for some governing bodies</li> <li>☐ Currently under development, pleating in place i</li></ul>	s use enter date this is due to be com	pleted								





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		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.
Go	ndor	oquality indicator 2. Faustana di La
		equality indicator 3: Equal remuneration between women and men
Equa gend	il remune er equal	eration between women and men is a key component of improving women's economic security and progressing ity.
3.	Do yo	u have a formal policy and/or formal strategy on remuneration generally?
	⊠ Ye	s (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?
		<ul> <li>✓ Yes (provide details in question 3.2 below)</li> <li>☐ No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)</li> <li>☐ Currently under development, please enter date this is due to be completed</li> <li>☐ Salaries set by awards/industrial or workplace agreements</li> <li>☐ Insufficient resources/expertise</li> <li>☐ Non-award employees paid market rate</li> <li>☐ Not a priority</li> <li>☐ Other (provide details):</li> </ul>
	3.2	Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?
		<ul> <li>☑ To achieve gender pay equity</li> <li>☑ To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)</li> <li>☐ To be transparent about pay scales and/or salary bands</li> <li>☑ To ensure managers are held accountable for pay equity outcomes</li> <li>☑ To implement and/or maintain a transparent and rigorous performance assessment process</li> <li>☐ Other (provide details):</li> </ul>
	Have y	ou analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. cted 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 f	or discretion in pay changes (for example because pay increases occur only when there is a change in tenure or
	portions)
	Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and ther m for discretion in pay changes (because pay increases can occur with some discretion such as performance
assess	sments)  Non-award employees paid market rate
	☐ Not a priority
	Other (provide details):
4.01	You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).
	Our gender pay analysis includes organisation-wide gap, by-level gap and like-for-like gap. We analyse the data by the key points where remuneration changes may be made, which is new hires, out of cycle payments and promotions.
4.1	Did you take any actions as a result of your gender remuneration gap analysis?
	Identified cause/s of the gaps
	Reviewed remuneration decision-making processes
	<ul> <li>Analysed commencement salaries by gender to ensure there are no pay gaps</li> <li>Analysed performance ratings to ensure there is no gender bias (including unconscious bias)</li> </ul>
	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:

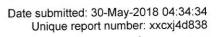
Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities





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 "F	PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having after responsibility for the day-to-day care of a child.
	Do y men	you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND in, in addition to any government funded parental leave scheme for primary carers?
	time  \[ \begin{align*} align	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 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) Io, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please the 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 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) Io, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded 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 parental leave scheme □ By paying the employee's 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) Io, 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.	carei	ur organisation would like to provide additional information on your paid parental leave for primary rs e.g. eligibility period, where applicable the maximum number of weeks provided, and other agements you may have in place, please do so below.
	emple in add montl leave being Speci birth	seember 2017, we launched a new Shared Care Parental Leave policy to support our employees who se to have a family. The aim of the new policy is to provide support to both our female and male bysees wishing to take parental leave as well as supporting their transition back to work. Policy inclusions dition to paid parental leave include: superannuation paid on periods of paid and unpaid leave up to 12 hs, flexibility in how paid leave is taken i.e. it doesn't necessarily have to be taken in one block of time, can be taken up to 18 months after the birth or adoption of the child, the eligibility period for employees able to access paid parental leave when they join Mirvac has been reduced to 6 months, we offer ital Paid Leave of 10 days in cases of pregnancy related illness or if the pregnancy ends other than by the of a living child, long service leave can be taken on a pro-rata basis on an employee's 10 year work ersary 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?
		<ul> <li>In your calculation, you MUST INCLUDE CASUALS when working out the proportion.</li> </ul>
		☐ <10% ☐ 10-20% ☐ 21-30%



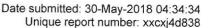




		□ 31-40%						
		☐ 41-50% ☐ 51-60%						
		☐ 61-70%						
		☐ 71-80%						
		⊠ 81-90% □ 91-99%						
		100%						
6.		CONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the arry carer.						
	Do yo	ou provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and						
	wome	en, in addition to any government funded parental leave scheme for secondary carers?						
	✓ Ye	S OF CONDADY CAREDS that is excitable to man CNI V (e.g. naternity leave)						
	∐ No	o, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave) o, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY						
	HNO	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							
		ERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.						
	In De	cember 2017, we launched a new Shared Care Parental Leave policy to support our employees who						
	choos	se to have a family. The aim of the new policy is to provide support to both our female and male						
	emple	byees wishing to take parental leave as well as supporting their transition back to work. Policy inclusions						
	in add	dition to paid parental leave include: superannuation paid on periods of paid and unpaid leave up to 12 hs, flexibility in how paid leave is taken i.e. it doesn't necessarily have to be taken in one block of time,						
	monti	can be taken up to 18 months after the birth or adoption of the child, the eligibility period for employees						
	hoing	sable to access paid parental leave when they join Mirvac has been reduced to 6 months, we offer						
	Snoc	ial 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						
	anniv	rersary regardless of whether they have taken unpaid parental leave.						
		What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY						
	6.2	CARERS?						
		<ul> <li>In your calculation, you MUST INCLUDE CASUALS when working out the proportion.</li> </ul>						
		☐ <10%						
		10-20%						
		21-30%						
		☐ 31-40% ☐ 41-50%						
		☐ 51-60%						
		☐ 61-70%						
		☐ 71-80%						
		⊠ 81-90%						
		□ 91-99% □ 100%						
		□ 100%						

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.

7.







8	Primary ca	arer's leave	Secondary carer's leave		
	Female	May	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 ca	arer'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 whe	n 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.	1	Do you	have a	formal	policy	and/or	formal	strategy	on	flexible	working	arrangements	;
----	---	--------	--------	--------	--------	--------	--------	----------	----	----------	---------	--------------	---

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):	
WORK A STATE OF THE STATE OF TH	

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

X	A business case for flexibility has been established and endorsed at the leadership level
$\times$	Leaders are visible role models of flexible working
	Flexible working is promoted throughout the organisation
X	Targets have been set for engagement in flexible work
	Targets have been set for men's engagement in flexible work
$\leq$	Leaders are held accountable for improving workplace flexibility
$\leq$	Manager training on flexible working is provided throughout the organisation





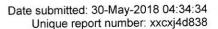
		☐ The organisation's approach to flexibility is integrated into client conversations
		☑ The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)
		Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel
		Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body
		the families are assign responsibilities?
10.	Do yo	u have a formal policy and/or formal strategy to support employees with family or caring responsibilities?
	☑ Ye	s (select all applicable answers)
		□ Policy
		Strategy     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 vo	ou offer any other support mechanisms, other than leave, for employees with family or caring responsibilities
5 55	(eg, e	mployer-subsidised childcare, breastfeeding facilities)?
	☑ Ye	S
	∐ 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.
		<ul> <li>Where only one worksite exists, for example a head-office, select "Available at all worksites".</li> </ul>
		☐ 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.
		☐ Available at all worksites ☐ Childcare referral services
		☐ Available at some worksites only
		☐ Available at some worksites
		☐ 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
		☐ 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 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
		V. V. Validado de dollo Walkello anij





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	☐ 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
	N Straton
	⊠ 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 (sleepe provide details)
	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?
	Man (select all and back)
	Yes (select all applicable answers)
	Employee assistance program (including access to a psychologist, chaplain or counsellor)
	☐ Iraining 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 demostic 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
	Straining and agent to a strain to the straining and strai
	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)
	(you may specify will 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):
4.	Whore any of the following actions are in the
4.	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







<ul> <li>unpaid leave.</li> <li>Options may be offered both formally and/or informally.</li> <li>For example, if time-in-lieu is available to women formally but to men informally, you would select NO</li> </ul>	
<ul><li>☑ Yes, the option/s in place are available to both women and men.</li><li>☑ No, some/all options are not available to both women AND men.</li></ul>	
<ul> <li>14.1 Which options from the list below are available? Please tick the related checkboxes.</li> <li>Unticked checkboxes mean this option is NOT available to your employees.</li> </ul>	

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

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





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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?
	⊠ Y	
		o (you may specify why you have not consulted with employees on gender equality)
		☐ 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):
	45.0	William III and the second transfer of the se
	15.2	Who did you consult?
		☐ 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.
Gei	nder	equality indicator 6: Sex-based harassment and discrimination
The p	reventio	n of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace
partic	ipation.	Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy
and w	nether t	raining of managers on SBH is in place.
16.	Do yo	u have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?
	⊠ Yes	s (select all applicable answers)
	23 10.	Delicy
		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?
		<ul> <li>Yes</li> <li>No (you may specify why a grievance process is not included)</li> <li>□ Currently under development, please enter date this is due to be completed</li> <li>□ Insufficient resources/expertise</li> <li>□ Not a priority</li> <li>□ Other (provide details):</li> </ul>
17.	Do yo	ou provide training for all managers on sex-based harassment and discrimination prevention?
		s - 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):  (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.)

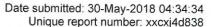
Mirvac's commitment to diversity extends beyond the programs and initiatives in place; the Group strives to create a culture in which both visible and tacit differences are recognised and valued. We've been working hard to improve gender equality at Mirvac over the last few years. Our priority has been 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 awe are tracking against our gender targets on a quarterly basis; Our Executive Leadership Team review this dashboard quarterly.

We are one of a handful of ASX-200 listed companies that have a 50 per cent female representation on the Board.

Gender Pay Parity Analysis:Completion of annual gender pay parity analysis 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 12monthsFlexibility 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

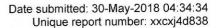
Domestic and Family Violence Support: In June 2016 we launched a Domestic and Family violence leave policy which provides employees experiencing domestic or family violence with financial support and access to leave and various other support mechanisms; Up to 10 days paid leave per instance to any employee 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 Mangers 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)





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#### Gender composition proportions in your workplace

#### Important notes:

Proportions are based on the data contained in your workplace profile and reporting questionnaire.

 Some proportion calculations will not display until you press Submit at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.

3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

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

#### Gender composition of workforce

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

#### **Promotions**

- 2. 40.1% of employees awarded promotions were women and 59.9% were men
  - 32.8% of all manager promotions were awarded to women
  - 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

- 35.1% of employees who resigned were women and 64.9% were men
  - . 19.3% of all managers who resigned were women
  - i. 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

- 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
- 100.0% of all managers who utilised parental leave and ceased employment before returning to work were women
- 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:

		8	

#### CEO sign off confirmation

Name of CEO or equivalent:	Confirmation CEO has signed the report:
Susan Lloyd-Hurwitz	
CEO signature:	Date:
Sue Most-Kurity	31/5/18.