

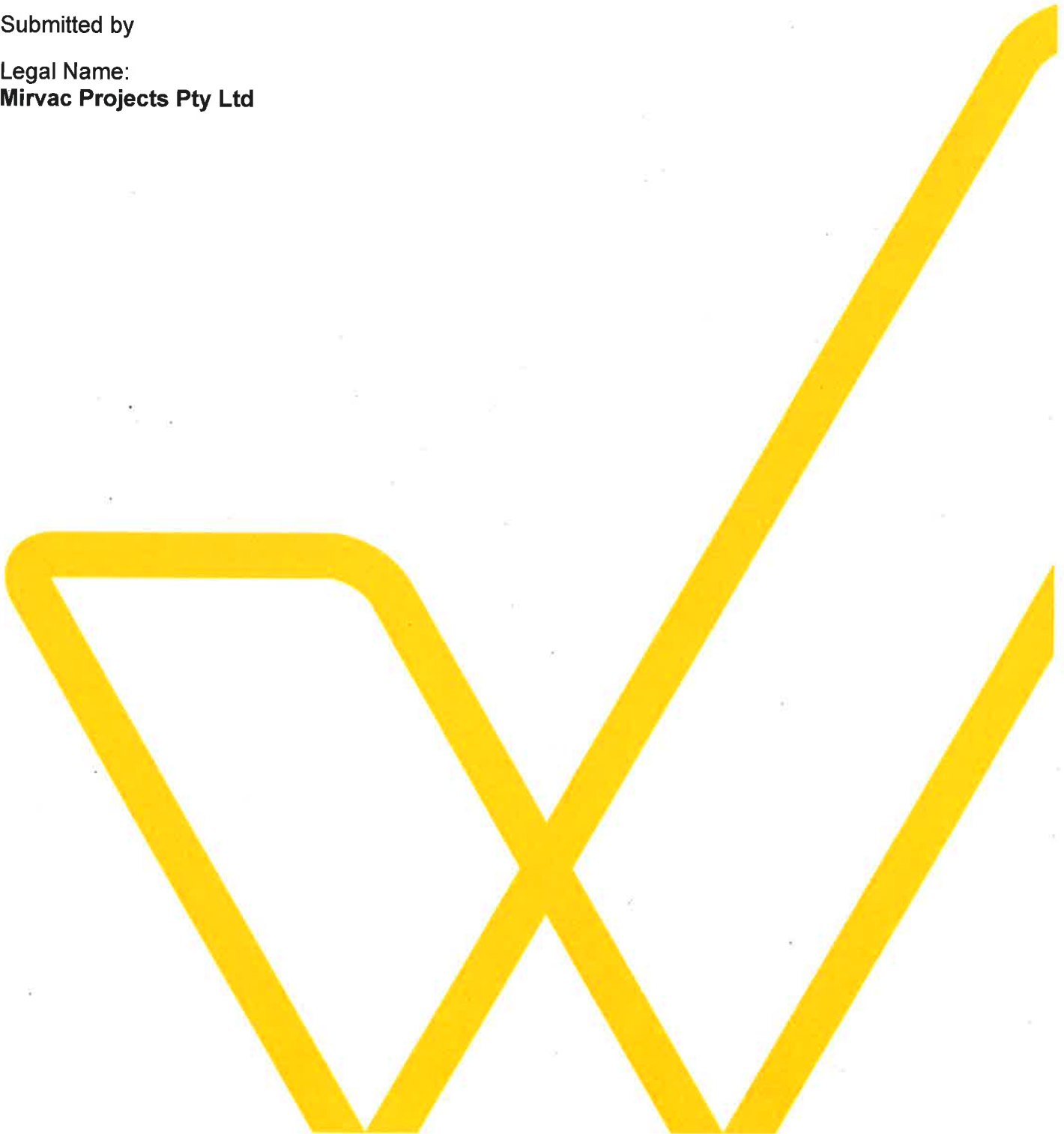


# Public report

2018-19

Submitted by

Legal Name:  
**Mirvac Projects Pty Ltd**



## All organisations covered by this report

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

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

# Workplace profile

## Non-manager

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

# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

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

**NB. IMPORTANT:**

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

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

**1.1 Recruitment**

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

**1.2 Retention**

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

**1.3 Performance management processes**

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

**1.10 How many employees were promoted during the reporting period against each category below?**

**IMPORTANT:** Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.

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

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

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

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

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

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

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

N/A

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

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

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

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

N/A

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

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

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries set by awards/industrial or workplace agreements
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

**3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?**

- Yes (provide details in question 3.2 below)
- No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)
- Currently under development, please enter date this is due to be completed
  - Salaries set by awards/industrial or workplace agreements
  - Insufficient resources/expertise
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

**3.2 Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?**

- To achieve gender pay equity
- To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)
- To be transparent about pay scales and/or salary bands
- To ensure managers are held accountable for pay equity outcomes
- To implement and/or maintain a transparent and rigorous performance assessment process
- Other (provide details):

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

- Yes - the most recent gender remuneration gap analysis was undertaken:
- Within last 12 months
  - Within last 1-2 years
  - More than 2 years ago but less than 4 years ago
  - Other (provide details):
- No (you may specify why you have not analysed your payroll for gender remuneration gaps)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise

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

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

- Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):
- By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
    - As a lump sum payment (paid pre- or post- parental leave, or a combination)
  - No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):
    - By paying the gap between the employee's salary and the government's paid parental leave scheme
    - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
    - As a lump sum payment (paid pre- or post- parental leave, or a combination)
  - No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):
    - By paying the gap between the employee's salary and the government's paid parental leave scheme
    - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
    - As a lump sum payment (paid pre- or post- parental leave, or a combination)
  - No, not available (you may specify why this leave is not provided)
    - Currently under development, please enter date this is due to be completed
    - Insufficient resources/expertise
    - Government scheme is sufficient
    - Not a priority
    - Other (provide details):

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

20

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

In December 2017, we launched a new Shared Care Parental leave Policy to support our employees who choose to have a family. The aim of the policy is to provide support to both our female and male employees wishing to take parental leave as well as supporting their transition back to work. Policy inclusions in addition to 20 weeks paid parental leave for the primary carer include: 4 weeks paid partner leave, superannuation paid on periods of paid and unpaid leave up to 12 months, flexibility in how paid leave is taken i.e. it doesn't necessarily have to be taken in one block of time, leave can be taken up to 18 months after the birth or adoption of the child, the eligibility period for employees being able to access paid parental leave when they join Mirvac has been reduced to 6 months, we offer Special Paid Leave of 10 days in cases of pregnancy related illness or if the pregnancy ends other than by the birth of a living child, long service leave can be taken on a pro rata basis on an employee's 10 year work anniversary regardless of whether they have taken unpaid parental leave.

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

- In your calculation, you MUST INCLUDE CASUALS when working out the proportion.

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%



**6.3 Please indicate whether your employer funded paid parental leave for secondary carers covers:**

- Adoption  
 Surrogacy  
 Stillbirth

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

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	12	3	1	12

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

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	31	5	5	23

**8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	0	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	0	3

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Don't offer flexible arrangements
  - Not a priority
  - Other (provide details):

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

- Available at some worksites only
- Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums
  - Available at some worksites only
  - Available at all worksites
- Support in securing school holiday care
  - Available at some worksites only
  - Available at all worksites
- Coaching for employees on returning to work from parental leave
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting mothers
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting fathers
  - Available at some worksites only
  - Available at all worksites
- None of the above, please complete question 11.2 below

**12. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreements
  - Not aware of the need
  - Not a priority
  - Other (please provide details):

**13. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
  - Employee assistance program (including access to a psychologist, chaplain or counsellor)
  - Training of key personnel
  - A domestic violence clause is in an enterprise agreement or workplace agreement
  - Workplace safety planning
  - Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
  - Access to unpaid leave
  - Confidentiality of matters disclosed
  - Referral of employees to appropriate domestic violence support services for expert advice
  - Protection from any adverse action or discrimination based on the disclosure of domestic violence
  - Flexible working arrangements
  - Provision of financial support (e.g. advance bonus payment or advanced pay)
  - Offer change of office location
  - Emergency accommodation assistance
  - Access to medical services (e.g. doctor or nurse)
  - Other (provide details):  
Employees can be reimbursed up to \$5,000 per occasion relating to medical, relocation/accommodation expenses and childcare
- No (you may specify why no other support mechanisms are in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not aware of the need
  - Not a priority
  - Other (provide details):

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

We will hold this

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

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

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

### 15. Have you consulted with employees on issues concerning gender equality in your workplace?

- Yes  
 No (you may specify why you have not consulted with employees on gender equality)  
 Not needed (provide details why):  
 Insufficient resources/expertise  
 Not a priority  
 Other (provide details):

### 15.1 How did you consult with employees on issues concerning gender equality in your workplace?

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

### 15.2 Who did you consult?

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

### 15.3 If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.

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

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

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

#### Gender Pay Parity Analysis:

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

#### Shared Care Parental Leave Policy

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

#### Training and Development:

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

The program aims to:

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

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

#### Domestic and Family Violence Support

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

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

## Gender composition proportions in your workplace

### Important notes:

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

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

#### Gender composition of workforce

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

#### Promotions

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

#### Resignations

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

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

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

## Notification and access

### List of employee organisations:

## CEO sign off confirmation

Name of CEO or equivalent:

Confirmation CEO has signed the report:

CEO signature: 

Date:

21/5/2019